

Lambeth Council

# Annual Workforce and Equalities Report 2023-2024

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## 1. Introduction

The Annual Workforce and Equalities Report demonstrates the council's commitment to openly sharing our data and the actions we will take to address areas of disparity as part of our responsibilities under the Equality Act 2010, and the public-sector equality duty. In this year's report, we have reported data on the following protected characteristics under the Equality Act 2010:

- Age
- Disability
- Race
- Sex
- Sexual orientation
- Pregnancy and maternity
- Religion or belief

We also have Lambeth- specific protected characteristics, such as being care-experienced or sanctuary seekers.

We don't collect data for marriage or civil partnership.

The purpose of this report is to:

1. Provide information about our workforce which informs workforce planning so that the council can deliver on its aims and objectives.
2. Show how we are working towards meeting the specific requirements set out in the public sector equality duty. The metrics in this report focus on these areas:
  - Protected characteristics – monitoring our workforce by protected characteristics.
  - Workforce strategy – providing a picture of where our workforce is now compared to previous years to inform the strategy.
  - Representation – identifying issues of under-representation and informing positive action.

The report provides a diversity profile concerning protected characteristics including directorate and grade. The information we have on diversity relies on staff voluntarily reporting it themselves through our electronic staff records (Oracle). We are currently raising awareness of the importance of collecting this information. Our ongoing commitment to addressing inequalities and disparity in the Workforce and our Communities is relentless. To guide us on this transformative journey, we have a new set of values and behaviours that will shape our actions and decisions. Our "One Lambeth" values are a call to action. Our values of equity, accountability, ambition, and kindness will help to champion diversity and fairness in all aspects of our work.

We are committed to proactively tackling inequalities and creating an environment where everyone can feel safe and thrive amidst abundant opportunities. Tackling inequality sits at the heart of our new borough Plan 2023-2030 – and we are determined to take action in order to make real, meaningful and lasting change happen across our organisation and beyond. By publishing detailed information about our workforce, we can encourage more transparency and open scrutiny of our data.

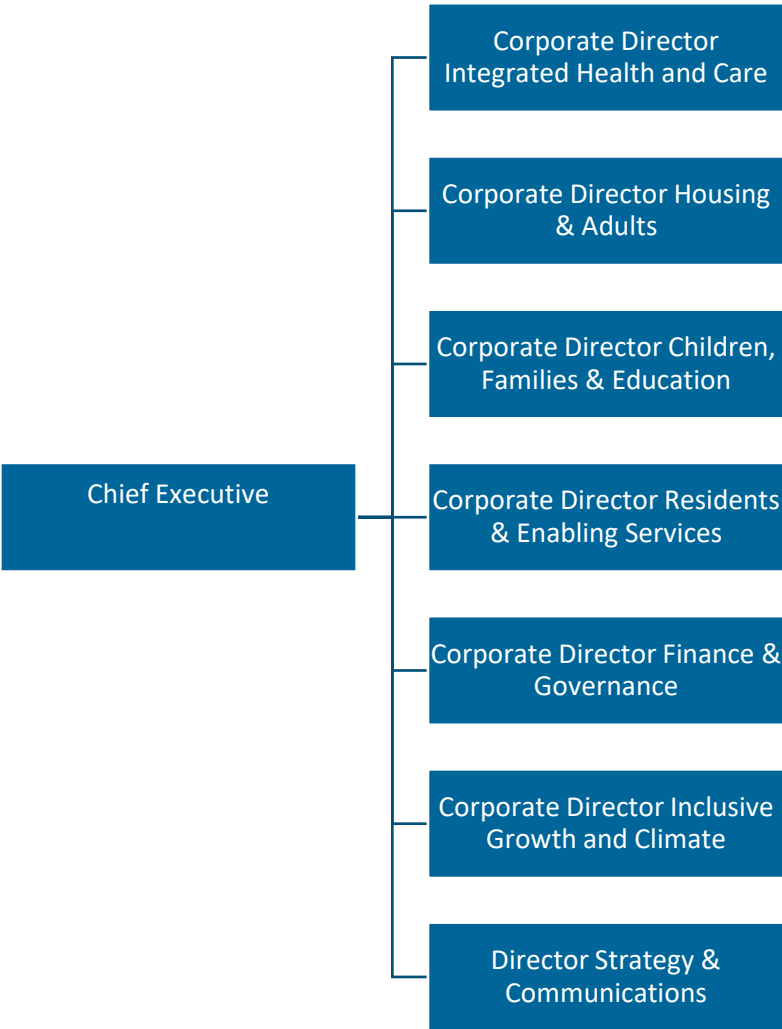
We welcome feedback from our staff, trade unions, and our residents and members of the community.

### *Structure of the Council*

Since the last update, a new structure has been implemented which consists of the directorates in the figure 1 below. However, as we are reporting on the past financial year the directorates are as listed below:

- Adults Social Care
- Chief Executive
- Children, Families, & Education
- Climate & Inclusive Growth
- Finance & Governance
- Housing Services
- Integrated Health & Care
- Resident & Enabling Services

Figure 1: Lambeth Structure as of March 2024



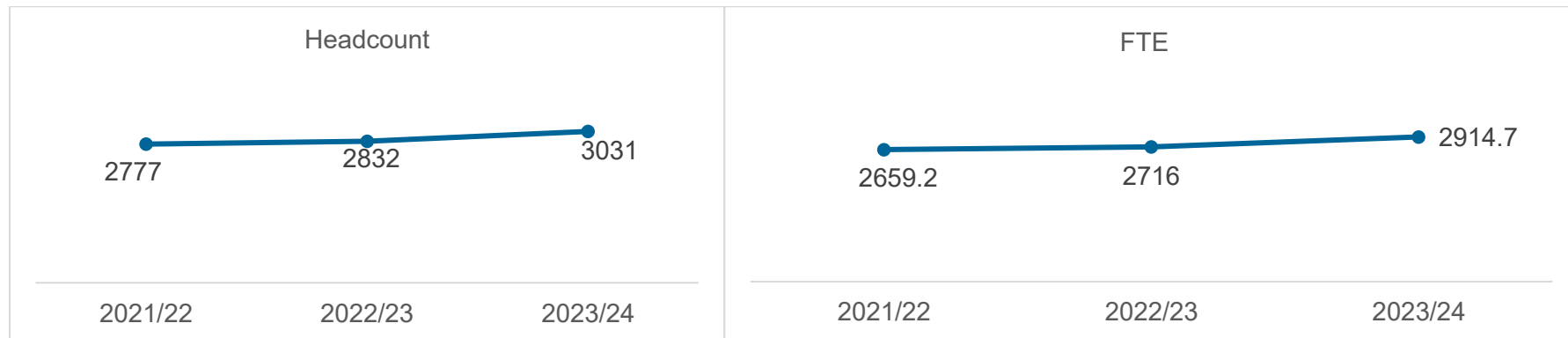
## 2. Headcount and Full-time equivalent (Council-Wide and by Directorate)

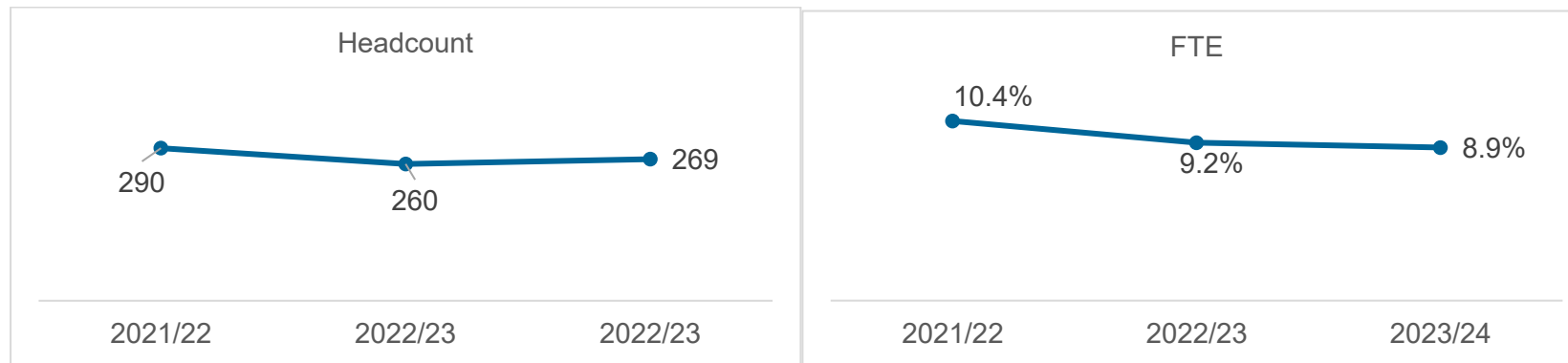
### *Headcount and Full-time equivalent (FTE) increased.*

We define headcount as the total number of employees, irrespective of how many hours they are contracted to work. In March 2024, our total headcount increased by 7.03% compared with March 2023. In March 2024, our employee FTE increased by 7.32% compared with March 2023. 8.9% (269) of our workforce are working part-time in March 2024. This is an increase of 3.5% from March 2023. Of the 269 part-time employees, 78.8% are female and 21.2% are male. This increase was mainly as a result of the boroughs Leisure Services coming back in house and to a lesser degree also due to bringing affordable delivery back in house, compared to the London Council's median of 2,610, our headcount is higher at 3,031.

Employee headcount, as well as FTE, part-time employees' headcount, and agency worker headcount over the past three years are set out below. Definitions of terms are included at the end of the document.

*Figure 2: Council-wide Headcount and FTE over the past three years*



*Figure 3: Part-Time Headcount and FTE over the past three years*

### Agency Workers

Our agency worker headcount was 614 as of 31 March 2024, a 3.2% increase from 595 in March 2023. As of 31 March 2024, agency workers represented 15.5% of the workforce, a 1.9% decrease compared to the same period last year. Note: the percentage of agency workers is calculated using FTE. The headcount increase is driven by demand in Children, Families & Education and Finance & Governance, particularly for social care, interims and legal roles. The demand is also contributing to the increased spending on agency workers.

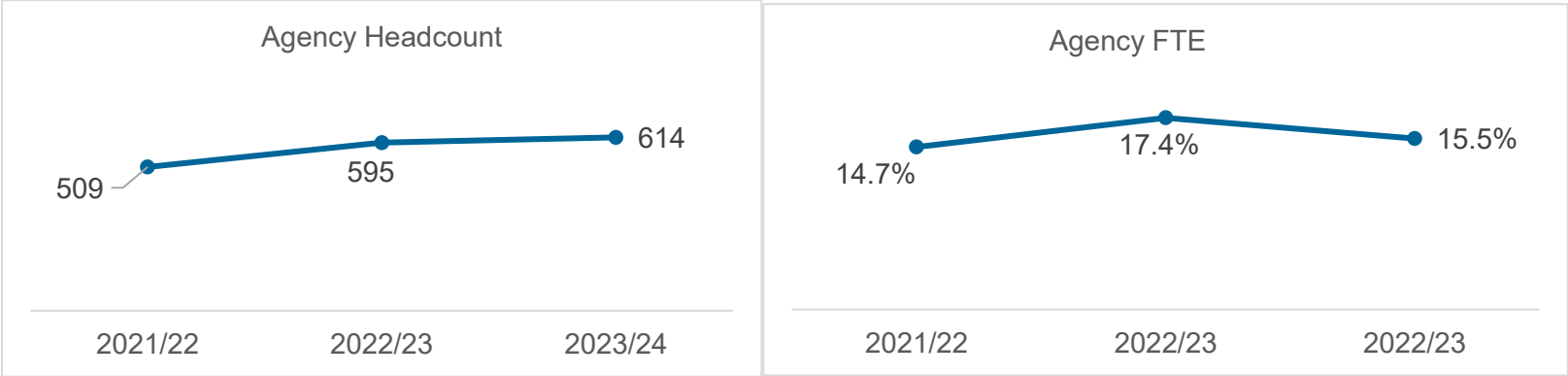
The council has put in place several improvements to the way we recruit and engage agency workers. The council's Recruitment leads are driving change through each directorate on how and when the need for and agency worker is required. These changes include controls at point of a manager requesting and agency worker, reviewing weekly MI looking at tenure, cost and absorption across the Council.

Agency absorption has been a major focus, not only to reduce spend but to harmonise and create opportunities for people to either join the council on a fixed-term contract (FTC) or permanent contract. The absorption strategy is underway across the Council with results starting to show in all directorates.

The internal resourcing function has implemented a new a robust process that supports localised recruitment, connecting with Department for Work and Pension and Job centres to create easy access to jobs within the council for residents. In addition, we have put in place a process for ensuring all temporary assignments is monitored by HR. These will be reviewed to ensure the post is being advertised for a permanent role. This will also include ensuring we have rolling recruitment campaigns in hard to fill areas and where the council have high agency spend. This approach will ensure jobs are always posted to build talent pools.



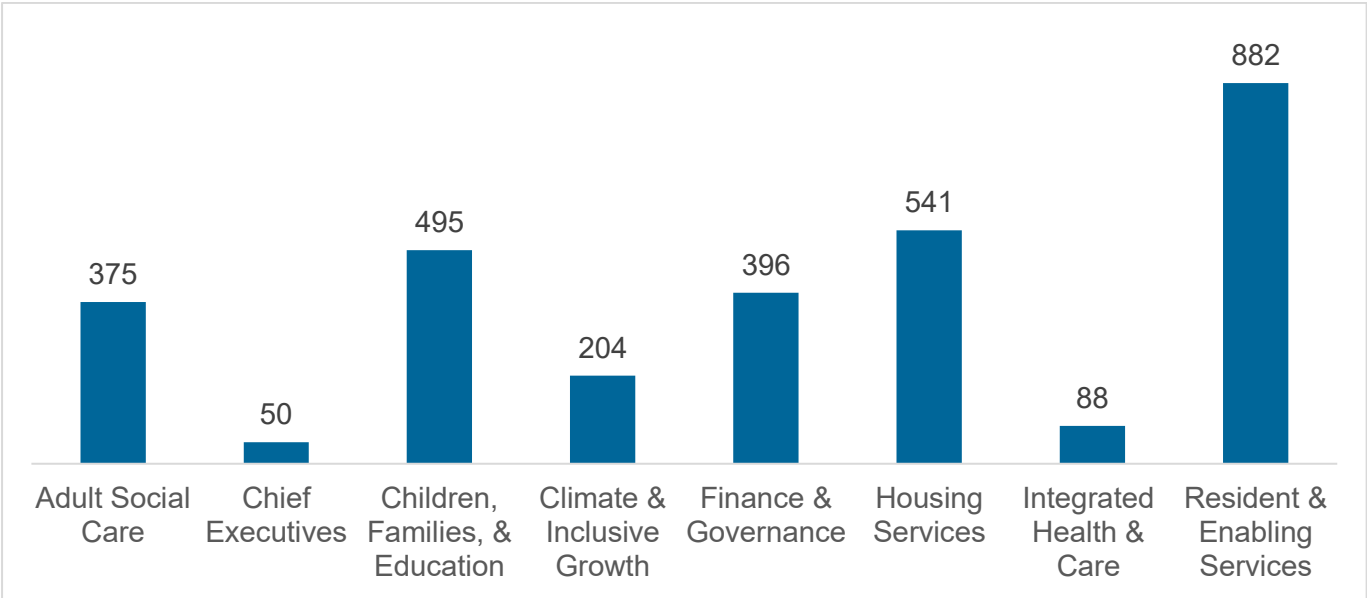
Figure 4: Agency Workers Headcount and FTE over the past 3 years



Directorate Headcount

The data shows that the Chief Executive directorate has the smallest number of employees, while Resident & Enabling Services has the highest number of employees. Due to changes to the organisational structure, it is not possible to compare the data with previous years. The breakdown of staff headcount by directorate is as follows.

Figure 5: Employee Headcount by Directorate



3. Protected Characteristics

The next section of the report runs through the protected characteristics as described in the Equality Act 2010.

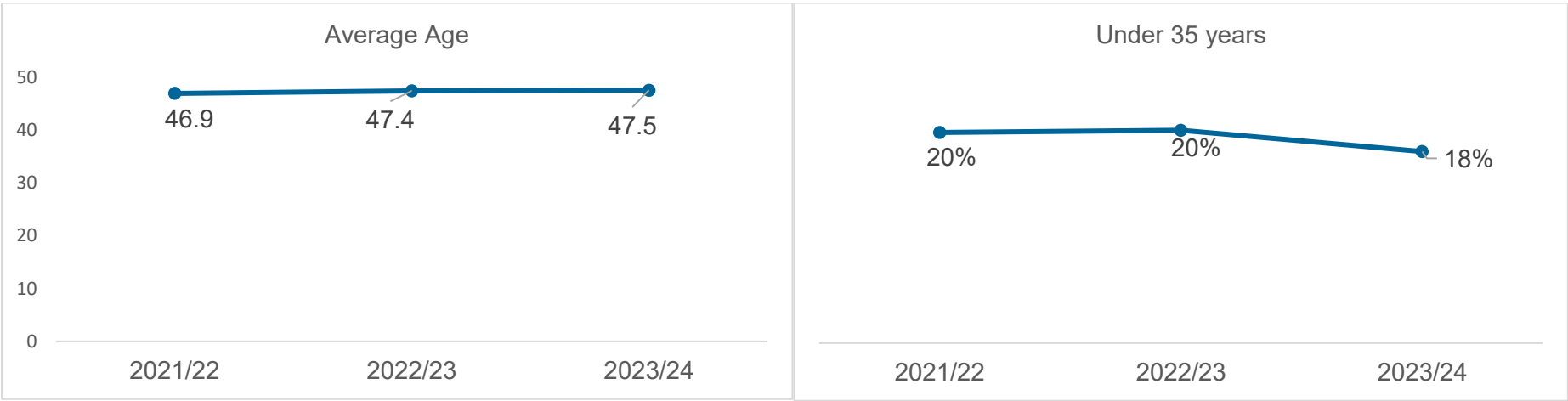
3.1 Age

The current workforce has an average age of 47.5 years. When compared with the London Councils' median of 47 years (2022-23 data), our average age is similar. In comparison, the average age of Lambeth residents was 33.4 years (Census 2021). (London Councils is the local government association for Greater London, England. It is a cross-party organisation that represents London's 32 borough councils and the City of London.)

One method to analyse the age of our workforce is to look at the new starters and leavers amongst employees under 35 years of age. In 2023-24, new starters in the age group below 35 years accounted for 40.67% of all new starters, while 36.55% of those leaving the council were in this age group. The percentage of those under 35 years has decreased by 2% since March 2023.

The lowest proportion of staff were in the under 35 and over 65 age groups. To create employment opportunities for younger and older people we plan to build on our offer of apprenticeships and work placements.

Figure 6: Average Workforce Age and under 35 years over past three years



**Directorate:**

Adults & Health, Housing Services and Resident & Enabling Services are the directorates with the highest average age (above 48), followed by Finance & Governance and Children, Families & Education at 47.5, which is the same as the council-wide average. Climate and Inclusive Growth have the lowest average age at 40.1 years, compared to the council-wide average of 47.5.

The implication for the council is that as employees plan to retire or reduce hours due to other commitments, this could create potential skills gaps for the delivery of services. This is likely to put further pressure on the demand for temporary workers (such as agency) and difficulties in filling roles in a tight labour market. However nationally we may see that Staff work for longer and retire later due to the impacts of the cost of living.

*Figure 7: Average Age by Directorate*

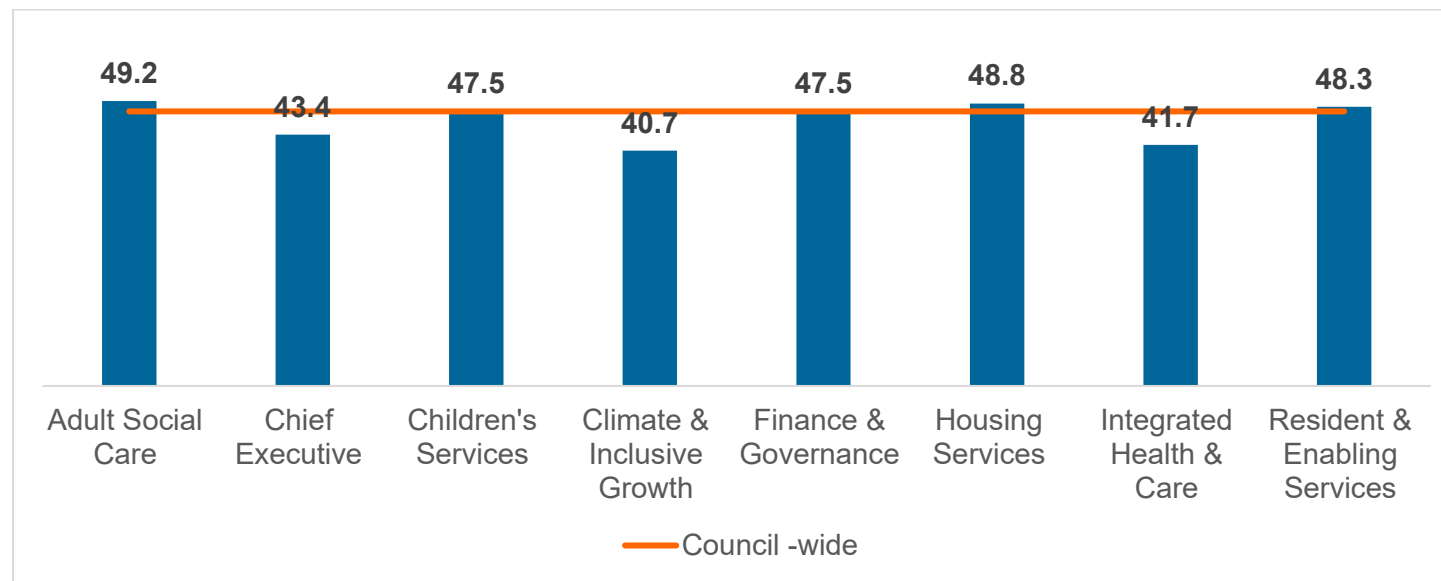
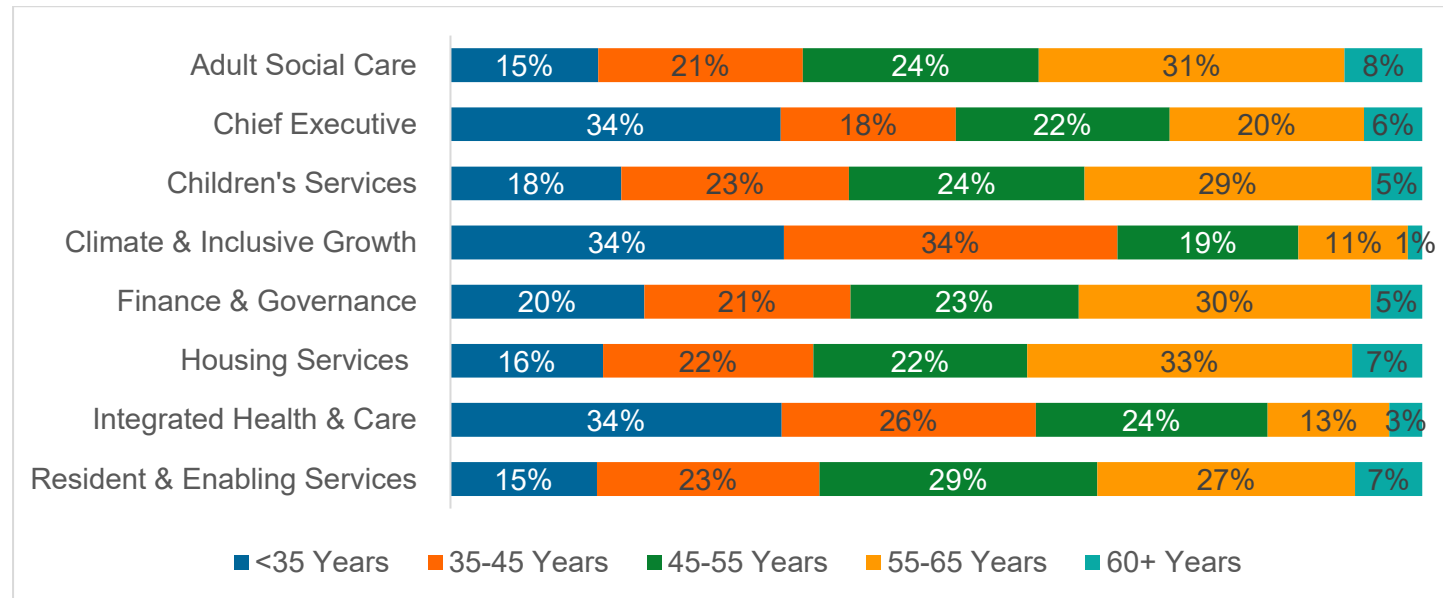
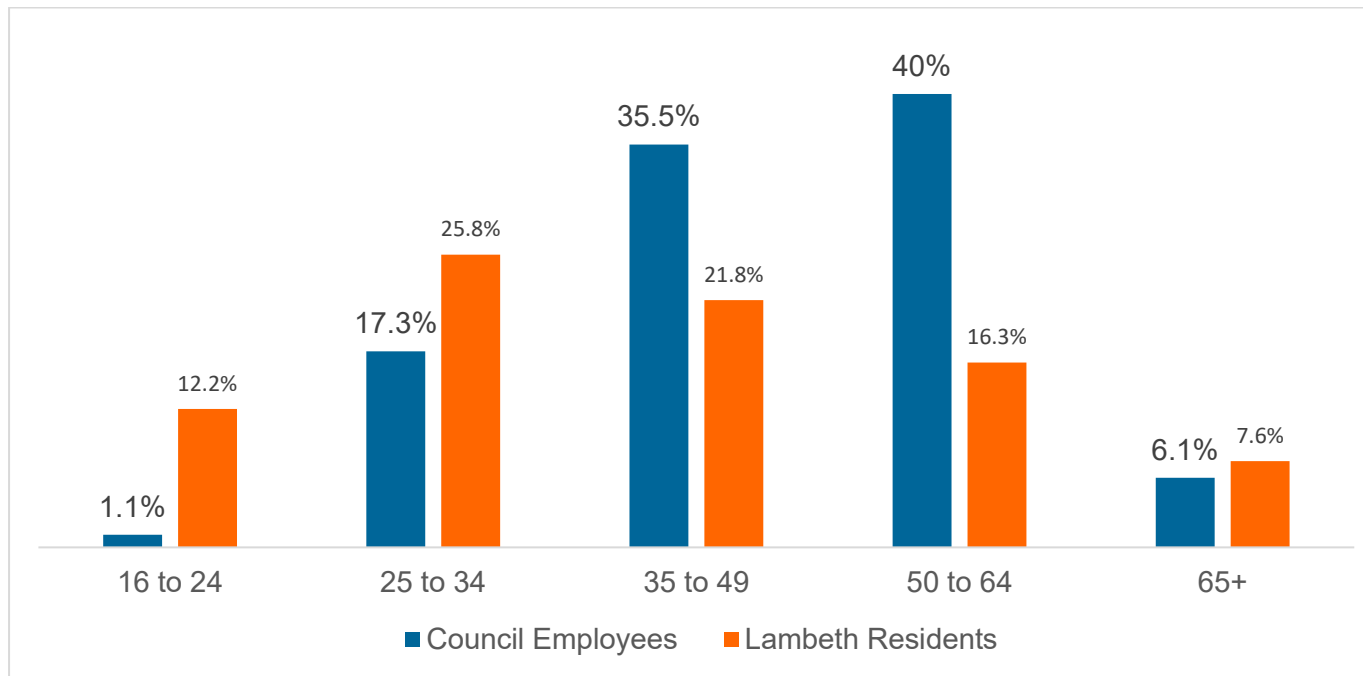


Figure 9 below shows that the <35 age group is most represented proportionally in the Climate & Inclusive Growth and Chief Executive directorates, making up 34% of employees. Both directorates have the lowest average age when compared with other directorates and Council-wide. Adult Social Care, Finance and Governance, and Housing Services have the highest number of employees in the 55-65 age group, with over 30% of directorate employees in the age group.

*Figure 8: Directorates by Age Group*



*Figure 9: Lambeth Employees and Residents by Age Group*

The council workforce is significantly underrepresented in the 16 to 34 age group when compared with Lambeth residents. The council also has fewer staff in the over 65 age group when compared to Lambeth residents. However, the council Workforce exceeds the local demographic percentages in the 35-49 and 50-64 age groups.

### 3.2 Disability

The council is committed to removing barriers, promoting opportunities, and eliminating discrimination relating to employees, workers, and job seekers with disabilities.

11.4% of the total workforce have reported a disability, which represents an increase of 0.5% since March 2023. The percentages have slightly increased from last year. The percentages are based on those who self-identified as disabled or non-disabled. Any unknown data is excluded from the calculation.

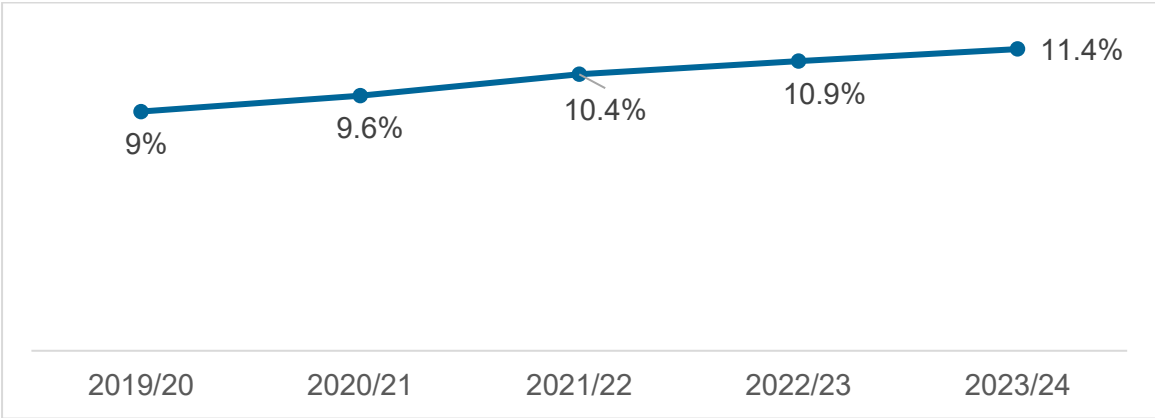
Employees who are disabled are well represented in the council compared to London Councils' median of 6.5%. In comparison with other London Councils, Lambeth ranks second in the percentage of staff declaring a disability.

The percentage of Lambeth residents who are identified as being disabled is higher when combined (17.1%), 'disabled and limited a lot' at 7.8% and 'disabled and limited a little' at 9.3%.

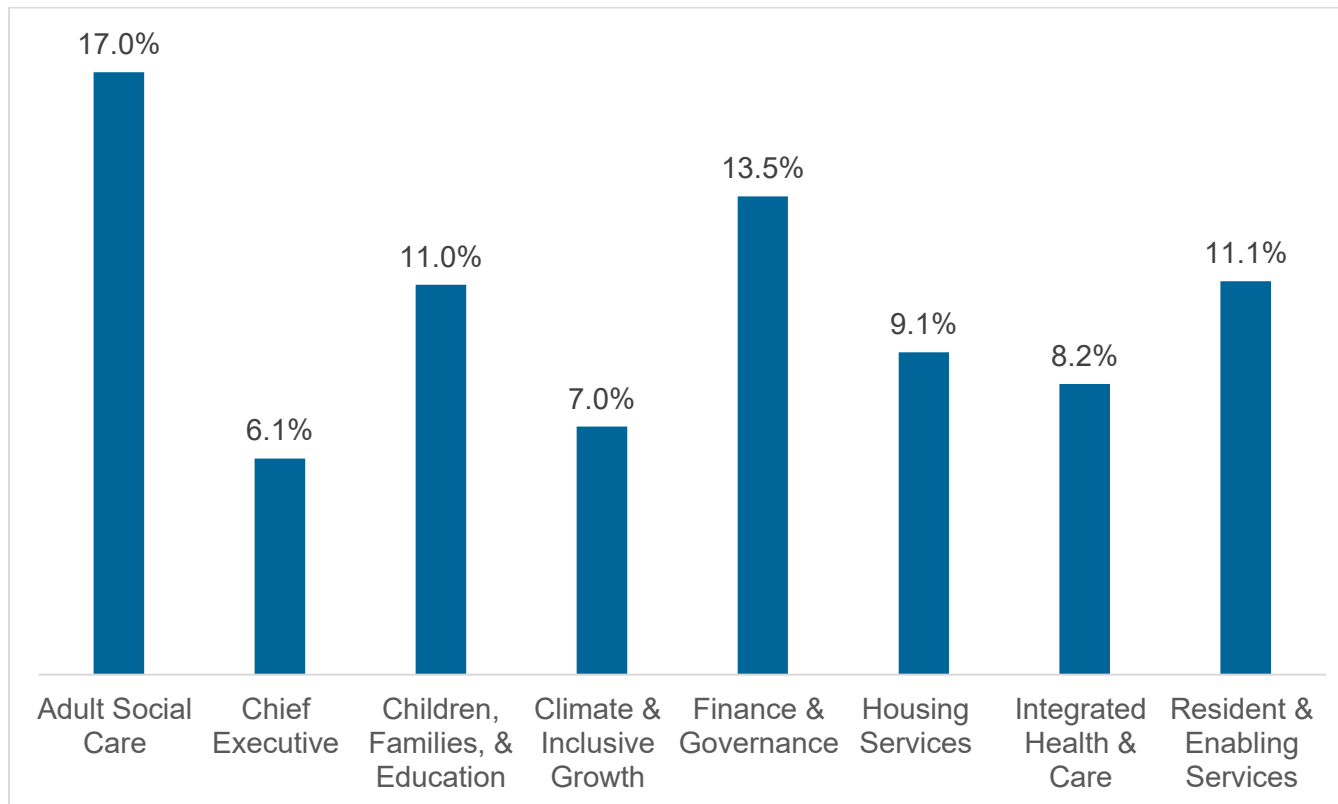
The data shows that 43.7% (1324) of employees did not share their disability status and 1.7% (51) prefer not to say. This highlights that the current figure, 11.4%, is unlikely to be a true reflection of the number of employees with disabilities. Understanding the reasons for employees not disclosing their status and exploring solutions for improvement is important. More data will strengthen our support avenues regarding disabled employees across the council, including consideration of reasonable adjustments and development opportunities.

Employees are asked to self-report if they consider they have a disability, however it must be noted that this is voluntary and not mandatory. Employees are asked to describe their disability from a range of categories. Almost half of the workforce who self-report that they have a disability have not provided further information about the disability. More data will strengthen our support avenues regarding disabled employees across the council, including consideration of reasonable adjustments and development opportunities.

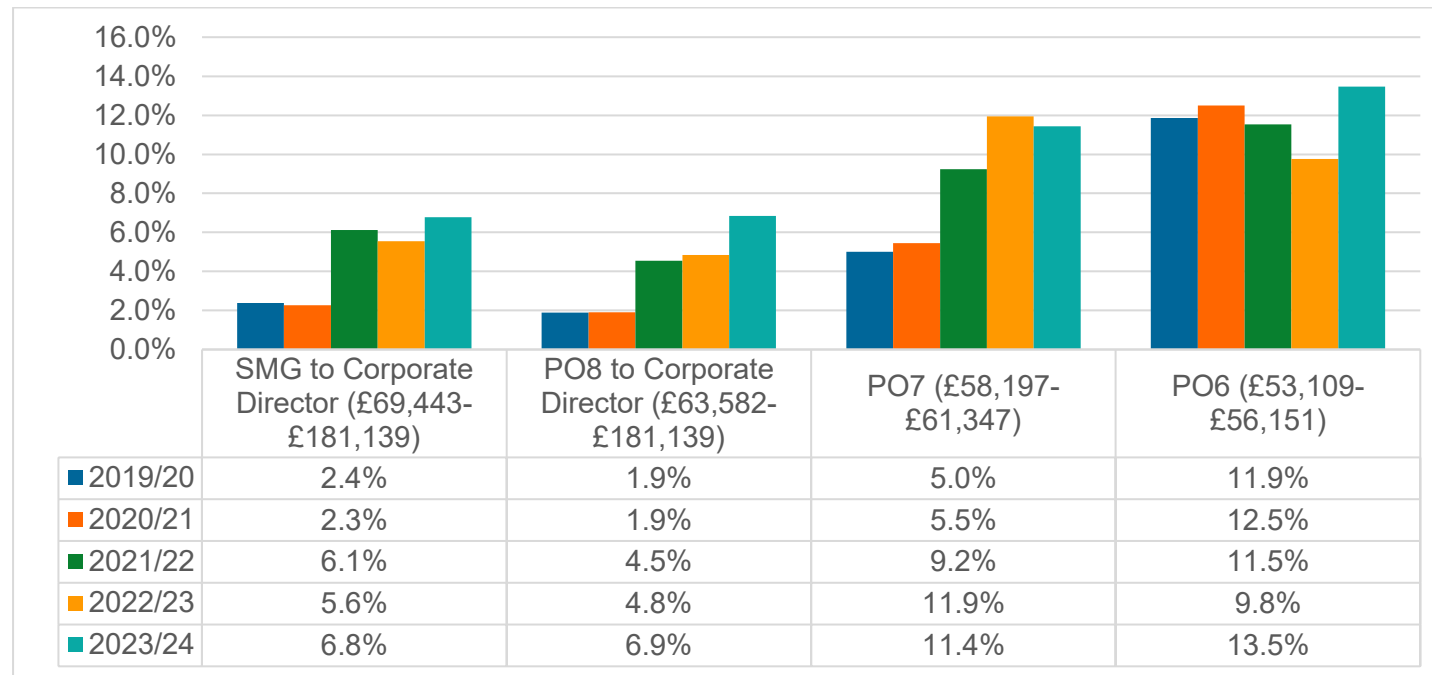
Figure 10: Self-identified Disabled Employee Share in the last 5 years





*Figure 11: Self-identified Disabled Employee Share by Directorate*

A breakdown of the data by directorate shows a wide range of results, Climate & Inclusive Growth increased from 3.8% in March 2023 to 7% in March 2024. The directorate with the highest share of self-identified as disabled employees is Adults Social Care at 17%, followed by Finance & Governance at 13.5%. Children, Families & Education and Resident & Enabling Services are reporting at level with the Council-wide percentage.

*Figure 12: Self-identified as Disabled Employee Share by Grade in the last 5 years*

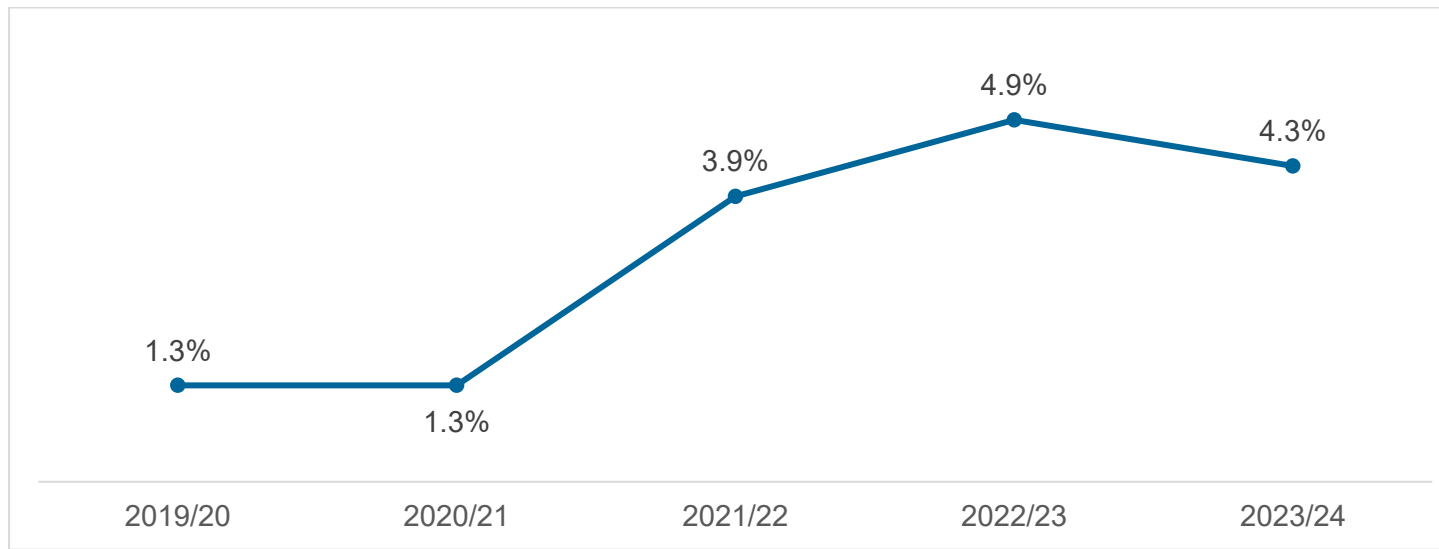
The breakdown of grades shows the representation of employees who identify as disabled continues to improve across all the grades. The percentage of employees at PO6 and PO7 grades is higher compared to those at PO8 and above.

#### *Top 5% earners who self-identified as disabled the last 5 years.*

The top 5% earners are made up of employees ranked in order of gross pay (for part-time this is based on full-time rates of pay). This is a standard metric that all London Councils use to compare senior pay.

4.26% of Lambeth's top paid 5% have disclosed their disability status as disabled on our electronic staff records (Oracle), a self-service platform. This represents a decrease of 0.6% since March 2023. Within this cohort 46.3% (82) have not provided information, and 0.56% have chosen 'prefer not to say' their disability status.

When compared with other London councils we are reporting below the median of 6.15% (2022-23 data). Lambeth's ranking for this dataset is in the second quartile of all London Councils (2022-23 data).

*Figure 13: Self-identified Disabled Employee Share among Top 5% Earners**Intersectionality on employees self-identified disabled*

*Of the **11.4%** of employees that self-identify as disabled, **68.1%** are female, **61.7%** are Black, Asian & multi-ethnic, **20%** identify as LGB+, and **21.9%** are in the age group of 55 and above.*

*The data shows disabled employees are more likely to be female than the council average of 59.2%. LGB+ are well represented among the disabled compared to the council profile of 8.6%.*

*Next steps*

As a Disability Confident accredited employer (Level 2), the council is committed to eliminating discrimination, removing barriers and promoting opportunities relating to employees, job seekers and workers with disabilities. We will work closely with our Disability staff Forum, Trade Unions and through our membership of the Business Disability Forum to improve our disability staff declaration statistics. We will build on the Staff feedback that we received from a series of Disability staff webinars which has helped us to further understand some of the reasons for non-disclosure. We will explore further, aiming to minimise or remove any barriers or stigma that may prevent people from sharing their status.

### 3.3 Race

Employees identified as “White” decreased by 2.2% from 40.6% in March 2020 to 38.4% in March 2024. Meanwhile, employees identified as Black, Asian & multi-ethnic continues to increase, from 59.4% in March 2020 to 61.6% in March 2024. Out of 61.6% identified as Black, Asian & multi-ethnic, 45% are black employees. Lambeth’s percentage of black employees is the highest of all London Councils. Lambeth ranks first for the percentage of Black staff, with 45% compared to the median of 24% for other London Councils.

#### *Lambeth Council Vs Lambeth Residents*

Lambeth is well represented in all grades and pay levels compared to its local population, except for black workers at senior pay levels. Overall, there have been improvements reflecting council programmes and activities since 2018, observable in the following charts comparing Council workforce demographics to the borough profile. Note that the race categories reflect the ONS categories for ethnic groups – white, mixed/multiple ethnic, Asian, Black and other ethnic groups.

*Figure 14: Share of Employees by Race compared to Borough Profile*

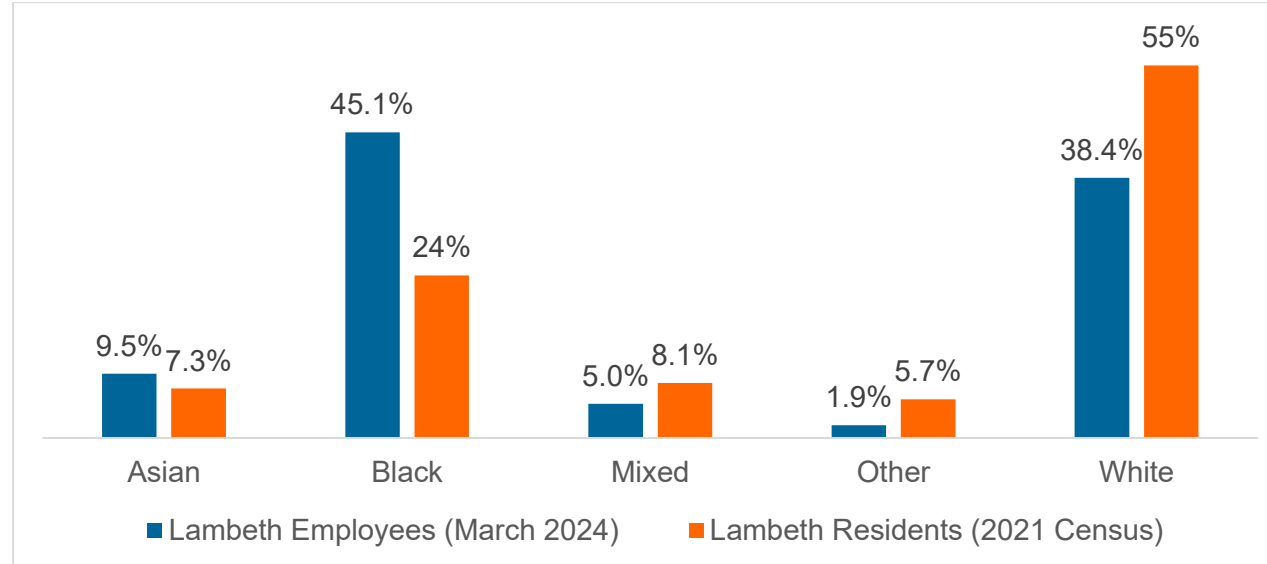
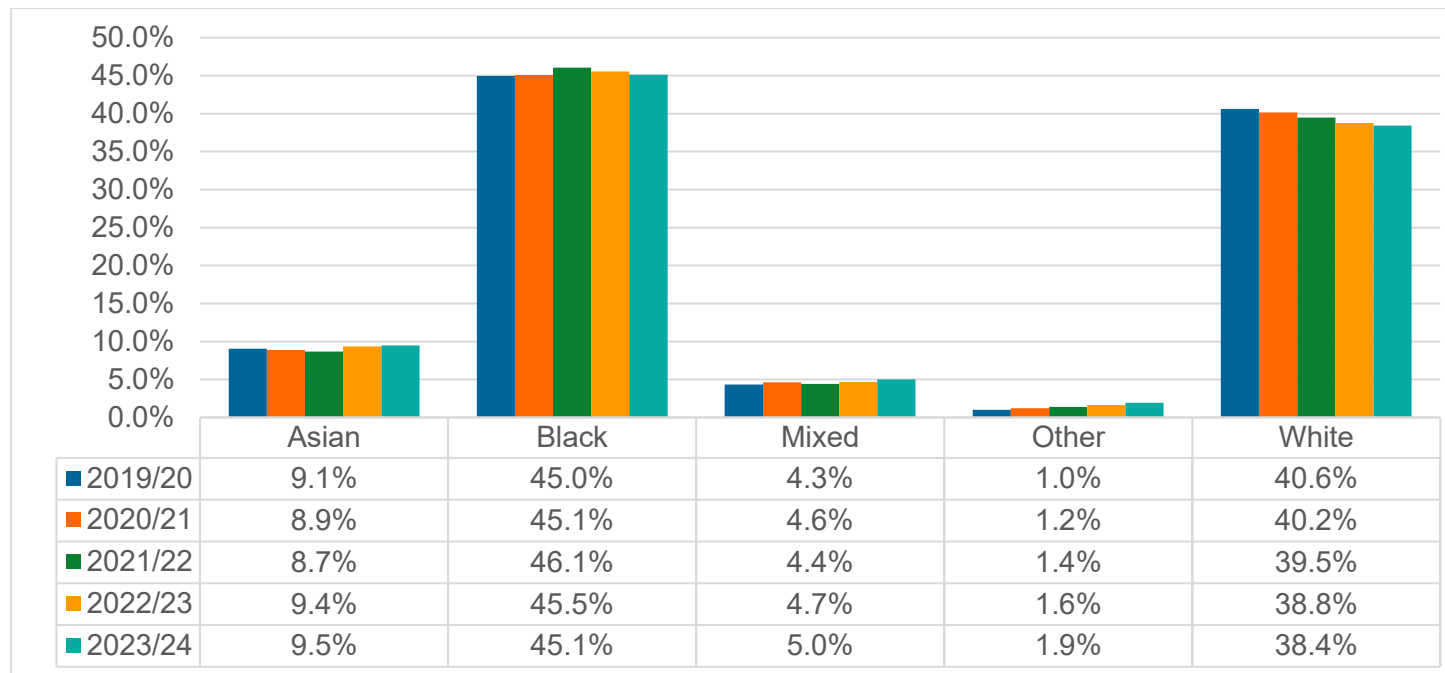
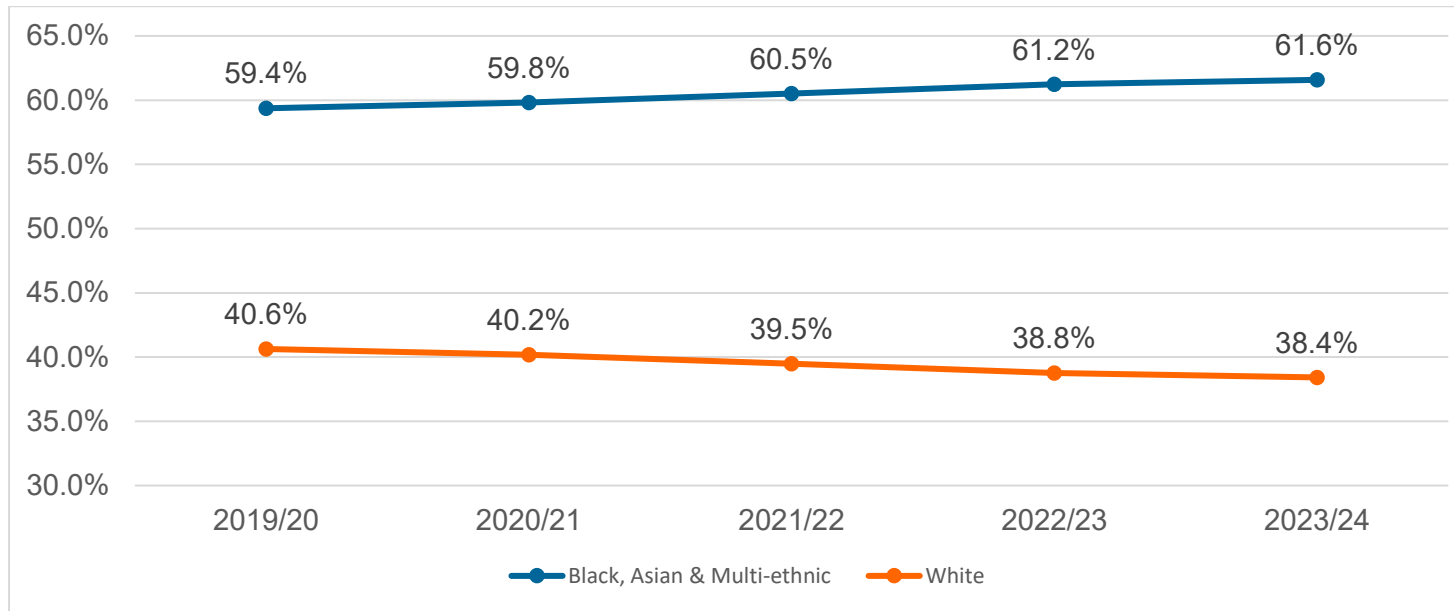


Figure 15: Share of Employees by Race over the last five years



*Figure 16: Share of Employees by Ethnicity over the past five years*

### Directorate

Black employees are well represented in Adult Social Care and Children, Families, & Education, comprising over 50% of the workforce compared to the council-wide share of 45.1% and Lambeth population share of 24%.

Asian employees are well represented in Finance & Governance and Integrated Health & Care, comprising over 12% of the workforce, compared to the council-wide share of 9.5% and the Lambeth population share of 7.3%.

White employees are well represented in Climate & Inclusive Growth at 61.6%, and Integrated Health & Care at 58.5%, compared to Council-wide share of 38.4% and the Lambeth population share of 55%.

Figure 17: Race Profile by Directorate, 2023-24

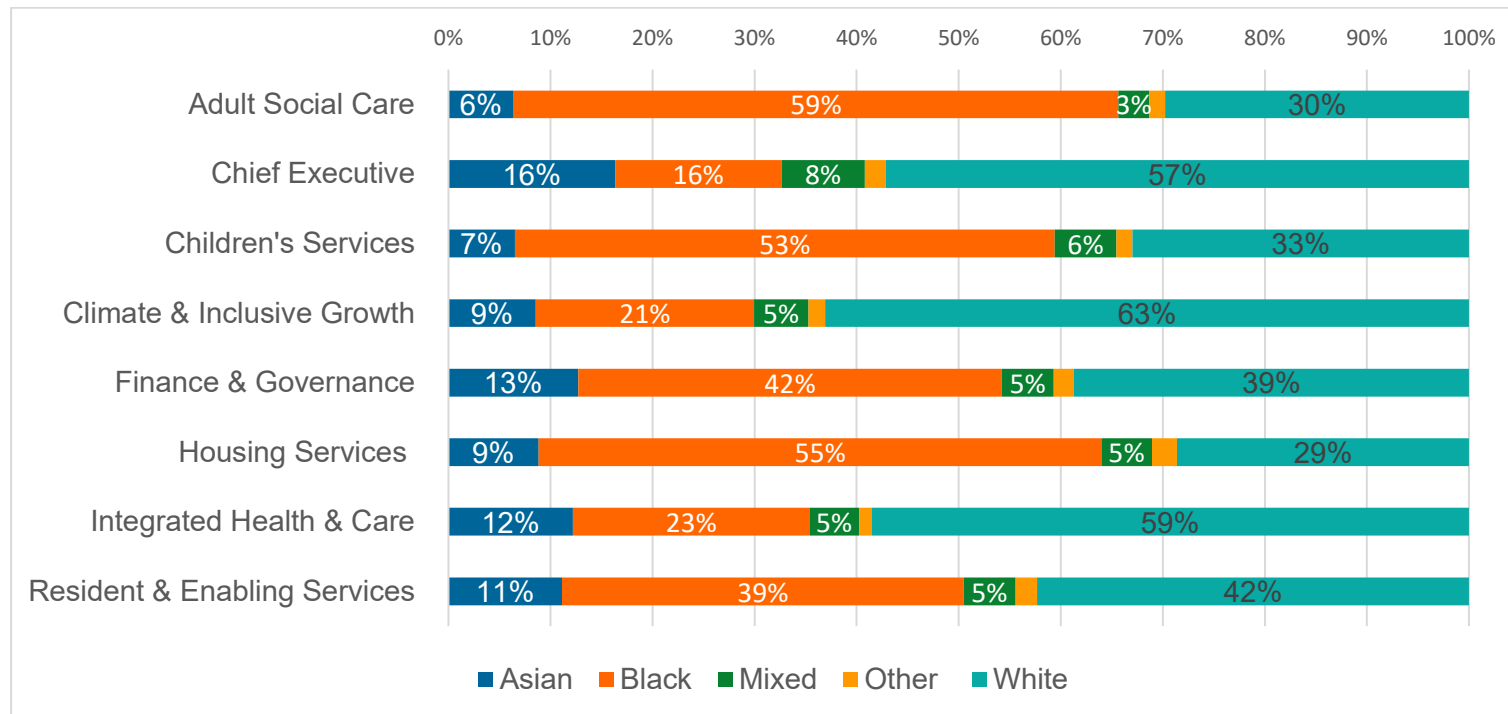
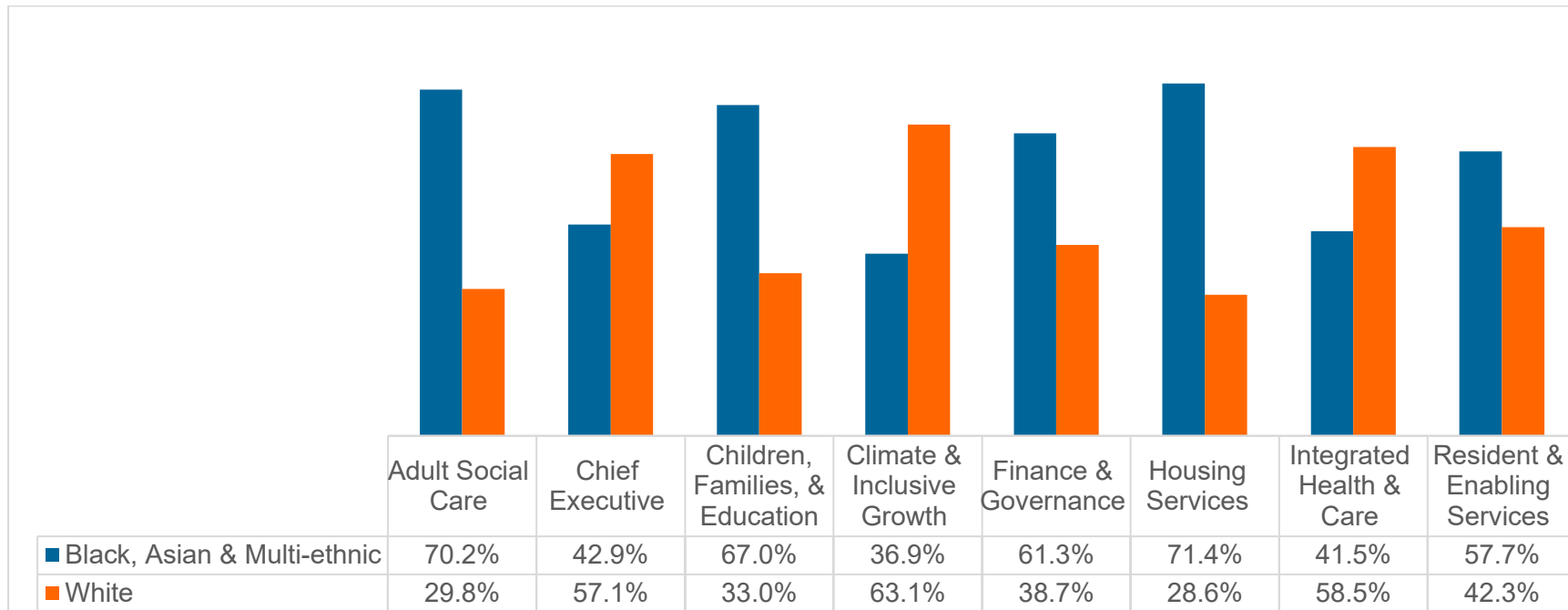


Figure 18: Race Profile (combined) by Directorate, 2023-24



A breakdown of race by grades Strategic Director to PO6 in the last 5 years

*Senior representation of Black, Asian & multi-ethnic employees:*

Grade SMG to Corporate Director: Representation in March 2024 was 34%, a decrease of 1.6% from 35.6% in March 2023. Compared to March 2020 this is an increase of 8.6% from 25.4%, representing a percentage rise of 33.9%.

Grade PO8 to Corporate Director: Representation in March 2024 was 40%, an increase of 3.3% from 36.7% in March 2023. Compared to March 2020 this is an increase of 8.2% from 31.8%, representing a percentage rise of 25.8%.



Grade PO7: Representation in March 2024 was 45.5%, an increase of 0.2% from 45.3% in March 2023. Compared to March 2020 this is an increase of 8.8% from 36.7%, representing a percentage rise of 23.97%. There are more Black, Asian & multi-ethnic employees in PO6 in March 2024 at 55.8% compared to White employees at 44.2%.

*Figure 19: SMG Grade and Above (£69,443 -£181,139) Race Profile over the past five years*

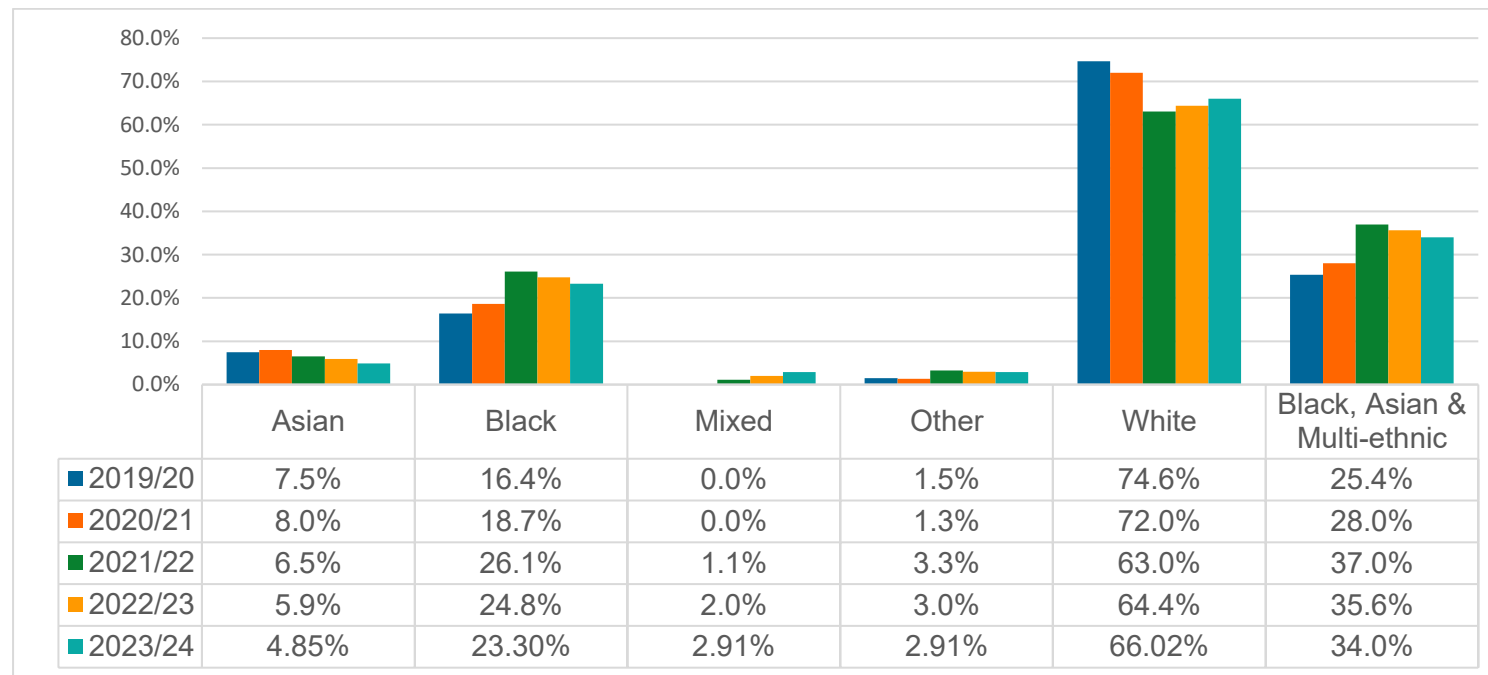


Figure 20: PO8 Grade and Above (£63,582-£181,139) Race Profile over the past five years

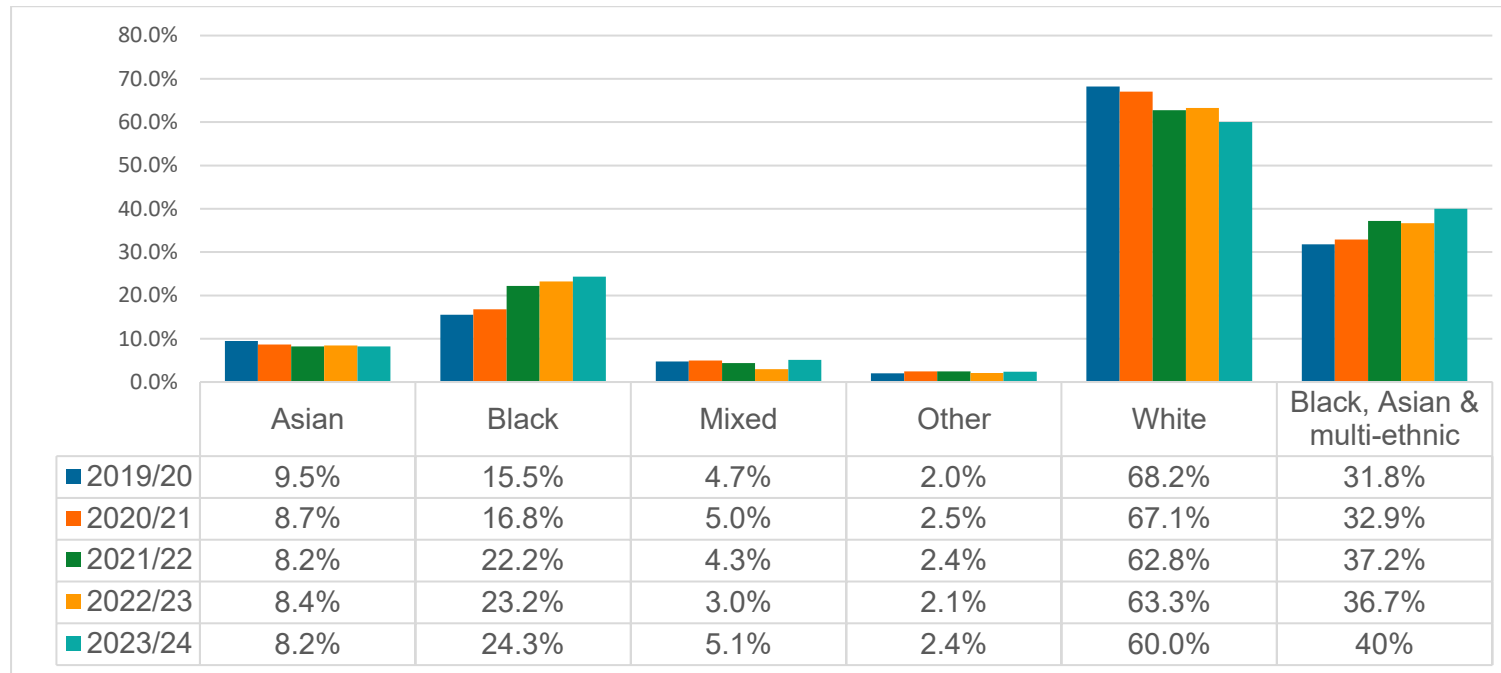


Figure 21: PO7 Grade (£58,197-£61,347) Race Profile over the past five years

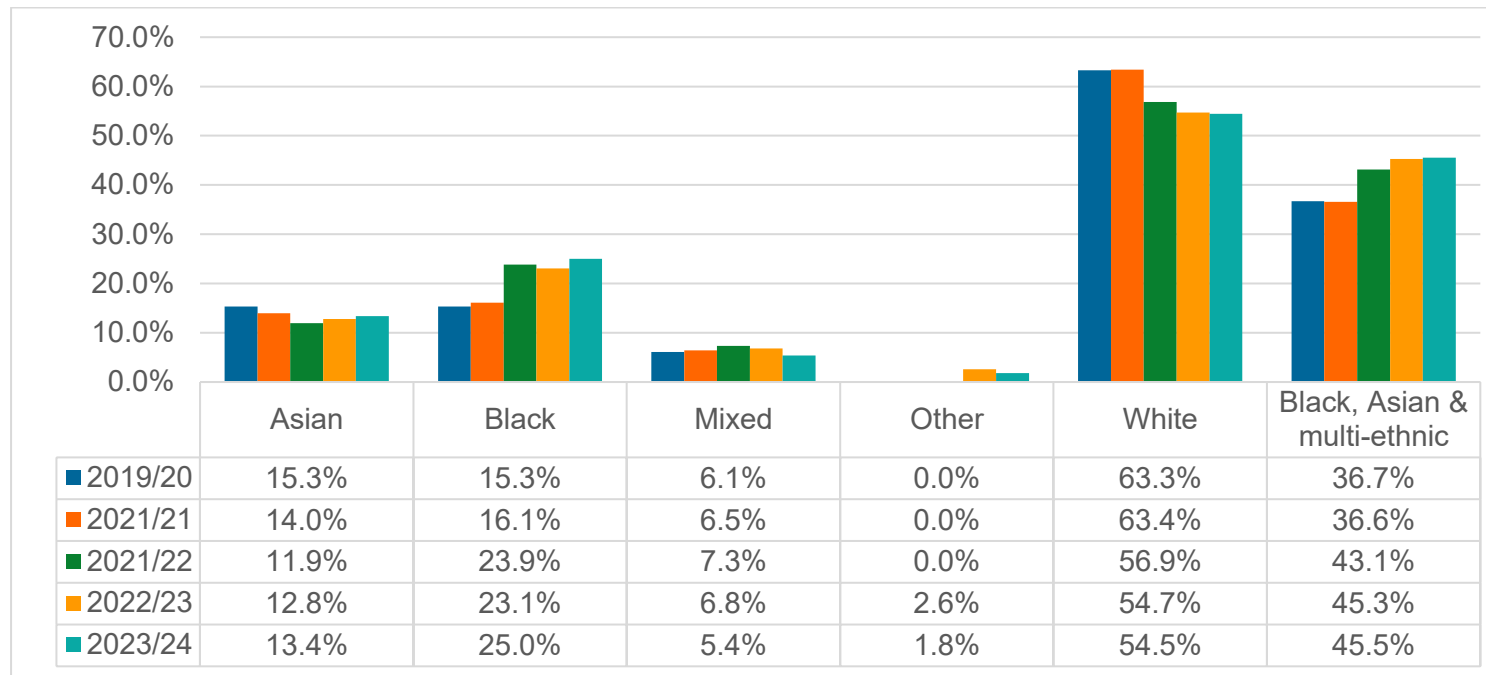
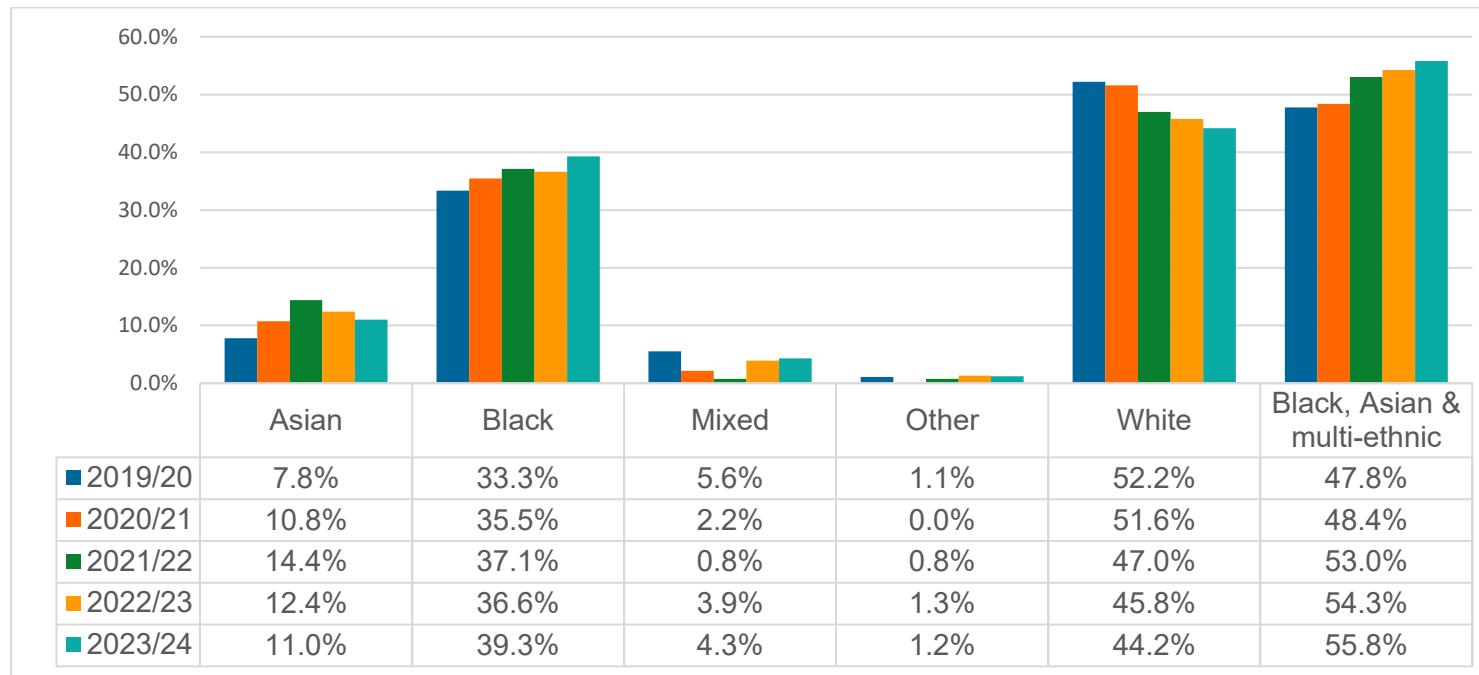


Figure 22: PO6 Grade (£53,109-£56,151) Race Profile over the past five years



### *Top 5% earners who are Black, Asian & Multi-Ethnic groups*

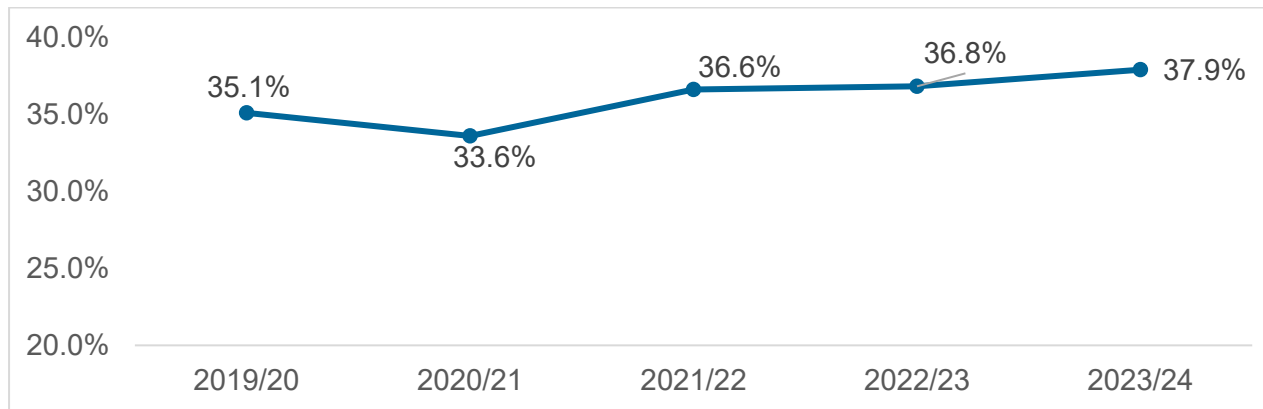
The top 5% earners are made up of employees ranked in order of gross pay (for part-time this is based on full-time rates of pay). This is a standard metric that all London Councils use to compare senior pay.

The percentage of Black, Asian, and multi-Ethnic groups among the top 5% earners increased by 1.1% to 37.9% in March 2024, from 36.8% in March 2023. A breakdown of race is as follows: Asian at 9.3%, Black at 21.1%, Mixed at 4.4%, Other at 3.1% and White at 62.1%. The data indicates an increase in the Mixed category from 2.8% in March 2023 to 4.35% in March 2024.

Lambeth's percentage of top 5% earners who are from Black, Asian & multi-ethnic groups of 37.9% is ranked the highest of inner London boroughs, falling in the top quartile of all London boroughs, we are making progress towards our target of 39%. The median for all London Councils is 24% (2022-23 data). The increase reflects the work undertaken since 2018 around equalities, diversity, and inclusion.

The percentages are based on only known ethnicity/race. Unknown, which are blanks and not stated are not included. There are 8.5% (15) employees with no race indicated. It is difficult to monitor progress with 18 employees not included in the figure. 0.56% have chosen 'prefer not to say'.

The council has identified as part of its commitment to improving representation at senior grades that specific directorates have EDI Action plans to help the council achieve this target. We will continue to promote our staff sharing Equalities campaign across the Council quarterly to encourage employees to share their demographic data with us carefully explaining how it will assist and help to inform our Equality, Diversity, and Inclusion plans. The council has also undertaken a review of its talent development programmes and developed a new approach as referenced elsewhere in the report.

*Figure 23: Share of Top 5% Earners who are Black, Asian & Multi-ethnic**Intersectionality for employees who are Black, Asian & Multi-ethnic*

Of the **61.7%** of employees that are Black, Asian & multi-ethnic, **65.9%** are female, **10.9%** have self-identified as disabled, and **3.9%** have self-identified as LGB+.

**3.4 Sex**

The percentage of females among the council's workforce was 59.2% in March 2024, marking a decrease from the over 60% percentage observed for the previous four years. Females are leaving at higher rates than their share in the council, making up 64.5% of leavers.

A breakdown by directorates shows that females are well represented in Children, Families, & Education and Adult Social Care at 77%, compared to the council as a whole.

Grade SMG to Corporate Director: Females are underrepresented, making up less than 50% of employees, a statistic which has remained unchanged over the years.

Grade PO8 to Corporate Director: Female representation was 48% in March 2024, a decrease of 1.8% from 50% in March 2023. Compared to March 2020 this is an increase of 3.3% from 44.9%, a percentage rise of 7.35%.

Grade PO7: Female representation was 46% in March 2024, a decrease of 3.2% from 49.2% in March 2023. Compared to March 2020 this is a decrease of 9.4% from 55.4%, representing a percentage fall of 16.97%.

Grade PO6: Female representation has been over 60% at this grade across all years. The data suggests the glass ceiling for female starts at PO7 and dips significant at SMG1, SMG3 and Hay 2.

*Figure 24: Share of Employees by Sex in the last 5 years*

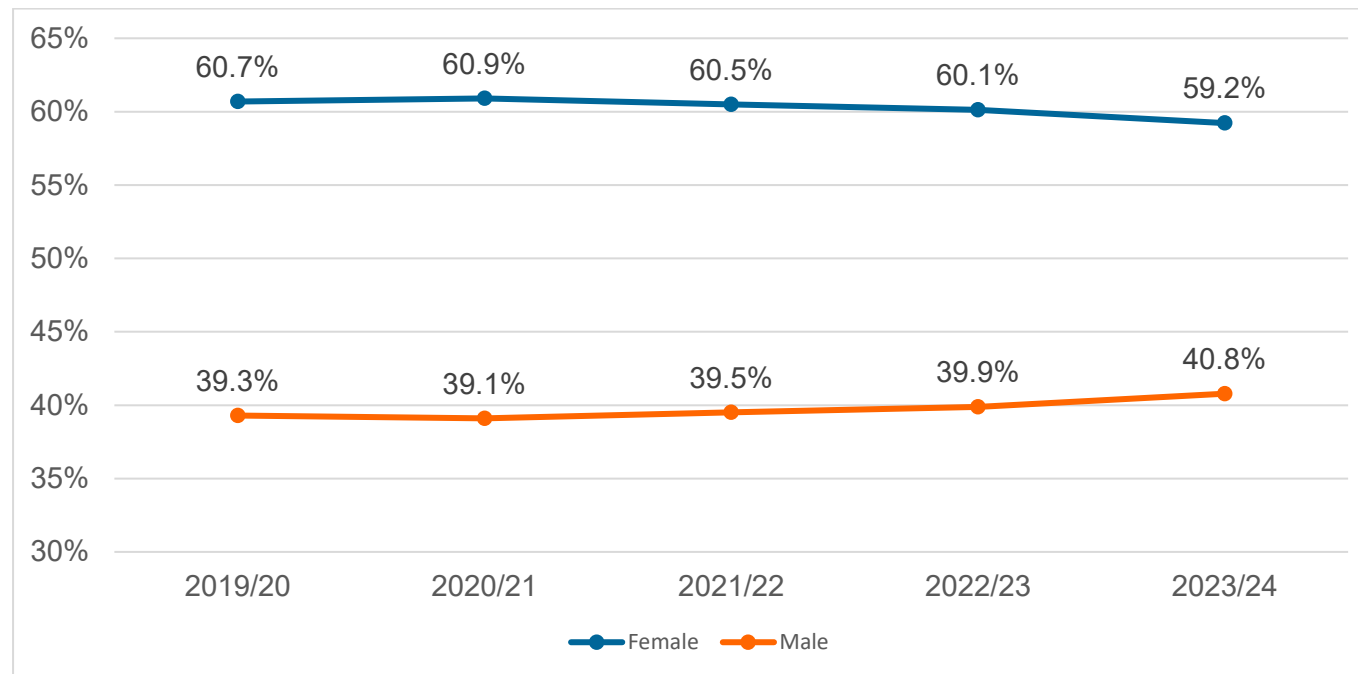
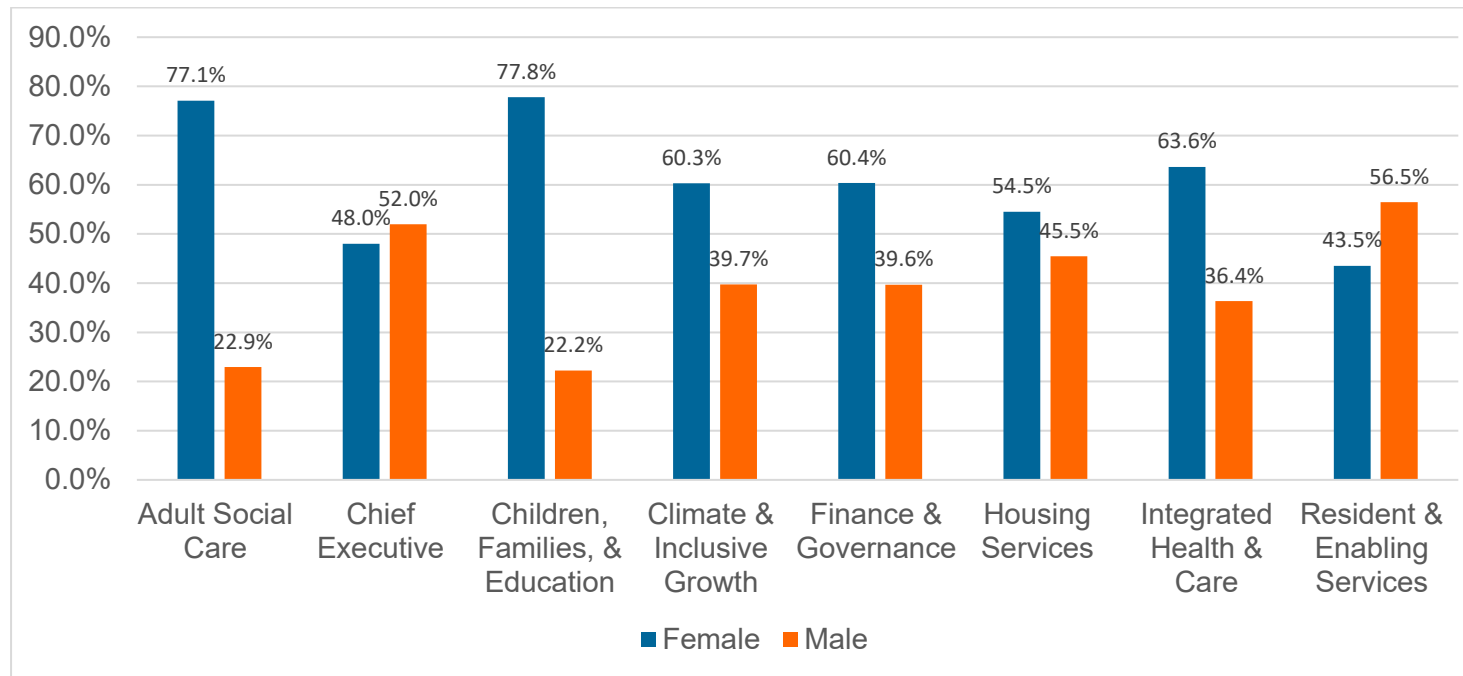


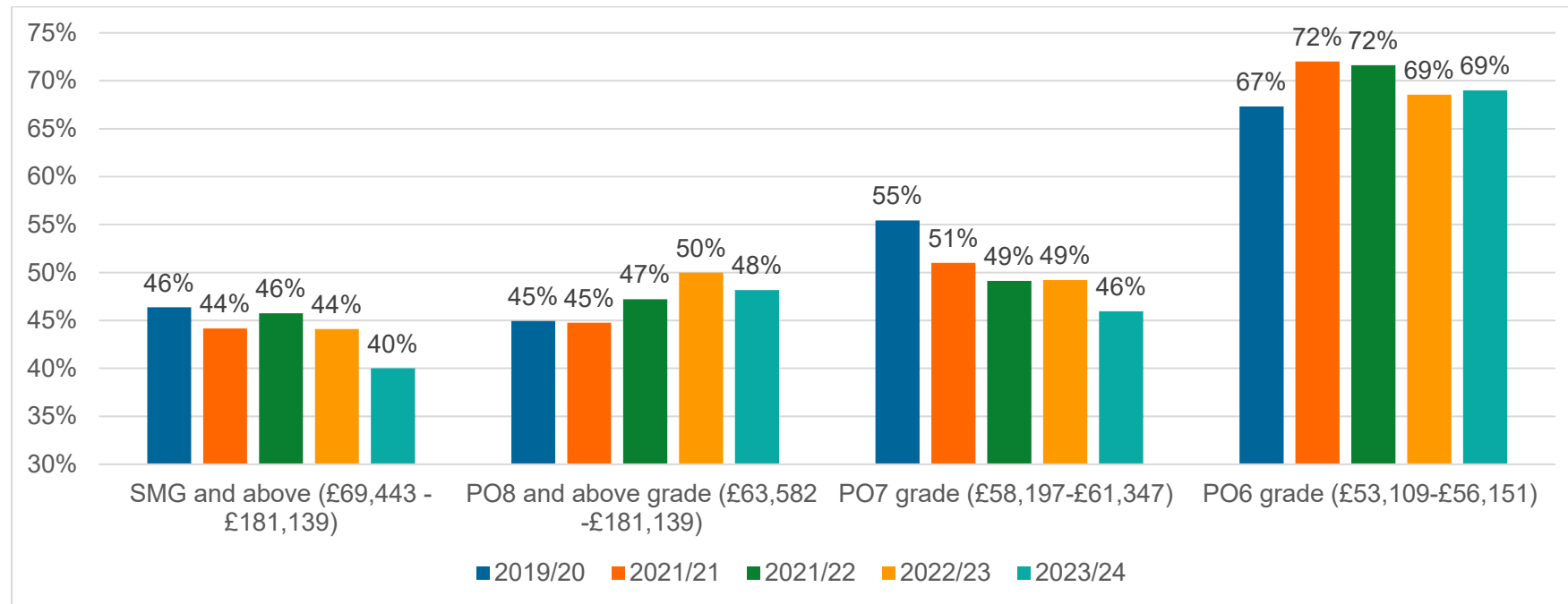
Figure 25: Share of Employee Sex by Directorate





The breakdown of sex within senior grades is listed below. The data shows that over the past five years the council has not improved female representation. This is a contributor towards the council's gender pay gap.

*Figure 26: Share of Employees by Sex (female) across Senior Pay Grades in the last five years*



The figure highlights that at PO6 grade (£53,109-£56,151), there are significantly more females than males.

### *Top 5% earners who are Female*

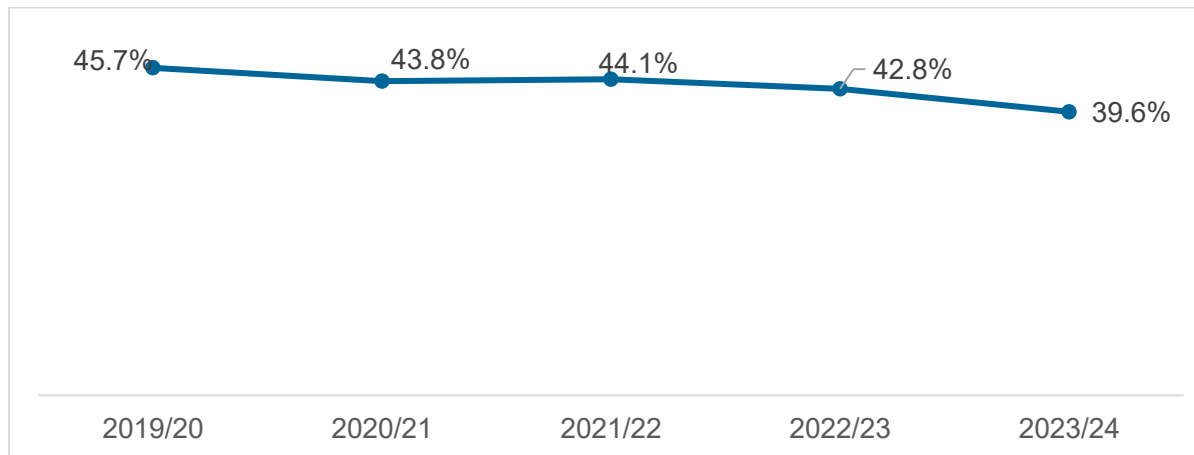
The top 5% earners are made up of employees ranked in order of gross pay (for part-time this is based on full-time rates of pay). This is a standard metric that all London Councils use to compare senior pay.

The percentage of female top 5% of earners was 39.6%, a decrease by 3.2% from 42.8% in March 2023. Compared to March 2020 this is a decrease of 6.1% from 45.7%, representing a percentage fall of 13.35%. A breakdown of female ethnicity/race in the top 5% earners: Asian at 7.6%, Black at 21.2%, Mixed at 7.6%, Other at 4.6%, and White at 59.1%.

60% of females in the PO8 grade and above left the council in March 2024, while 44.8% of females in these positions joined in the last year. This suggests a high turnover rate which can have an impact on the top 5% earners.

Lambeth's percentage of the top 5% earners who are female is ranked the third lowest among inner London boroughs. The median for all London Councils is 52%.

We will focus on reviewing our recruitment processes and progressing internal employees to meet our target of 50% and report comparative with other London Councils. We will expand our EDI Panellists programme across the council, invest in initiatives that encourage gender diversity, aiming to improving representation at senior grades that specific directorates have actions to help the council achieve this target. The council has also undertaken a review of its talent development programmes and developed a new approach as referenced elsewhere in the report.

*Figure 27: Top 5% Earners who are female in the last five years*

### *Intersectionality*

Of the **59.2%** of employees that are female, **67.3%** are from Black, Asian & multi-ethnic groups, **12.4%** are self-identified disabled, and **7.5%** are self-identified LGB+.

### 3.5 Sexual Orientation, Trans and Gender Identity

The number of staff identifying as LGB+ has seen a percentage rise of 7.5% over the past five years. (Lambeth's HR system allows staff to confidentially state their sexual orientation, trans status and gender identity. When we are referring to sexual orientation data, we group these as LGB+ referring to lesbian, gay, bi and other terms people prefer to use to describe their orientation. When we are referring to data that includes gender identity and trans status, we refer to this as LGBT+.)

In the 2021 Census 8.25% of the borough identified as LGB+, compared to the 8.6% of council employees who self-identified as LGB+. Lambeth has one of the ten largest populations for LGB+ residents in the country and the second largest in London. This was the first set of official statistics released on sexual orientation. However, a high number of employees that have either not stated their sexual orientation 1631 (53.8%) or prefer not to say 107 (3.5%).

Grade SMG to Corporate Director: LGB+ representation was 14.3% in March 2024, an increase of 2% from 12.3% in March 2023. Compared to March 2020 this is a decrease of 3.5% from 17.8%, representing a percentage fall of 19.7%.

Grade PO8 to Corporate Director: LGB+ representation was 12.2% in March 2024, a decrease of 1.1% from 13.3% in March 2023. Compared to March 2020 this is a decrease of 7.8% from 20%, representing a percentage fall of 39%.

Grade PO7: LGB+ representation was 11.3% in March 2024, an increase of 0.6% from 10.7% in March 2023. Compared to March 2020 this is an increase of 2.3% from 9%, representing a percentage rise of 25.6%.

*Figure 28: Council-wide LGB+ Representation over the past 5 years*

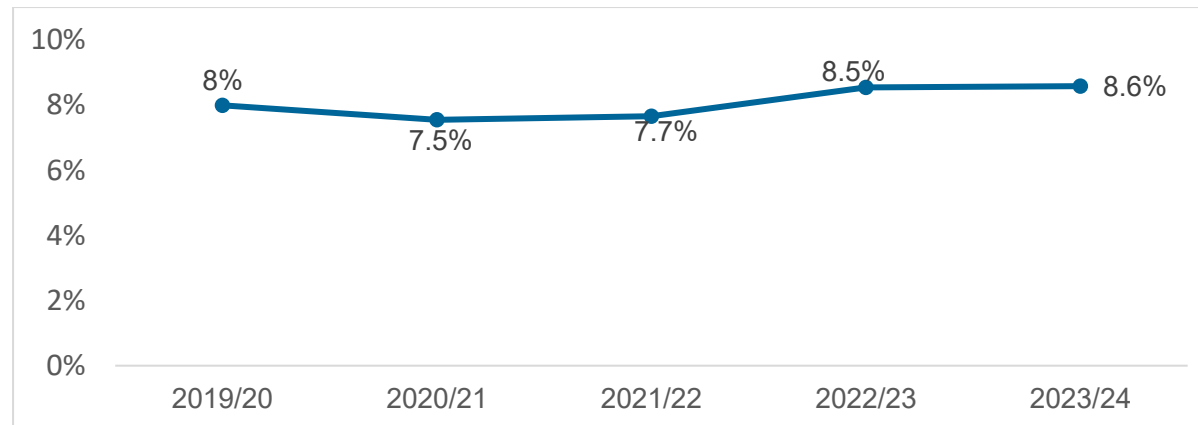
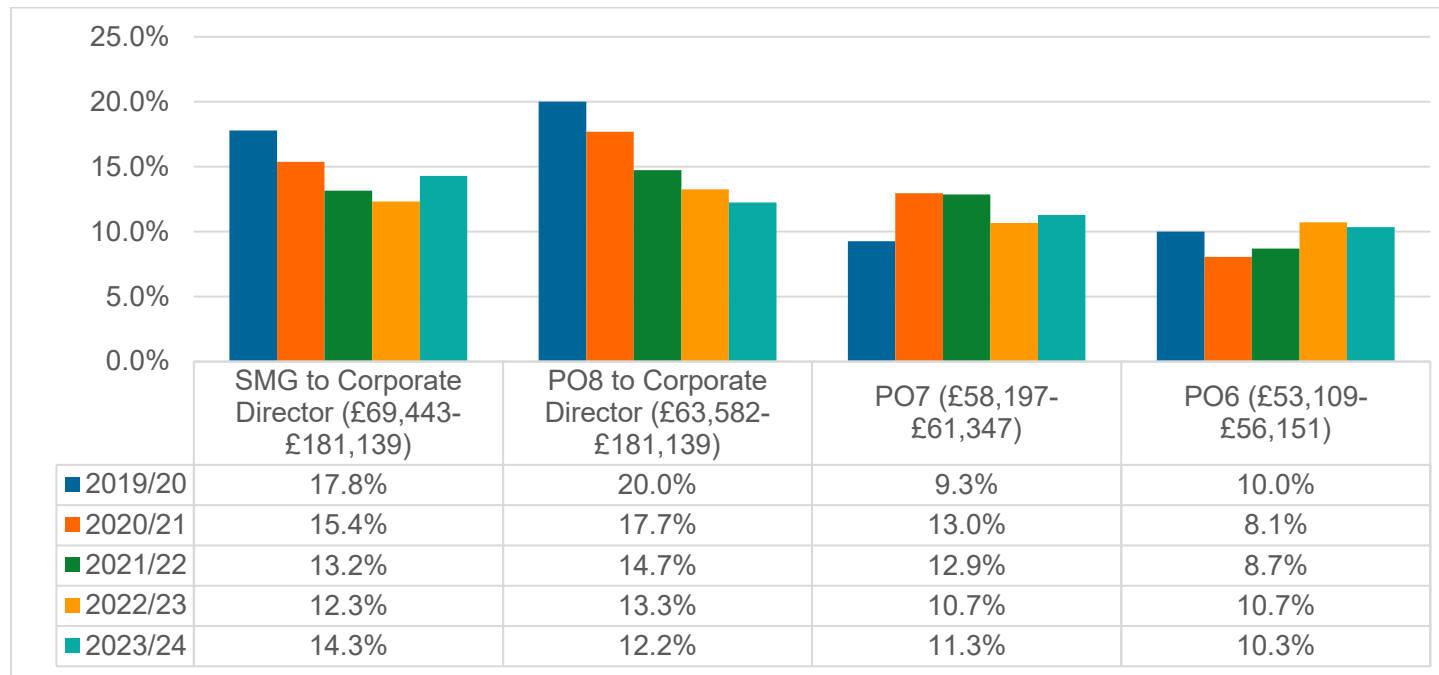
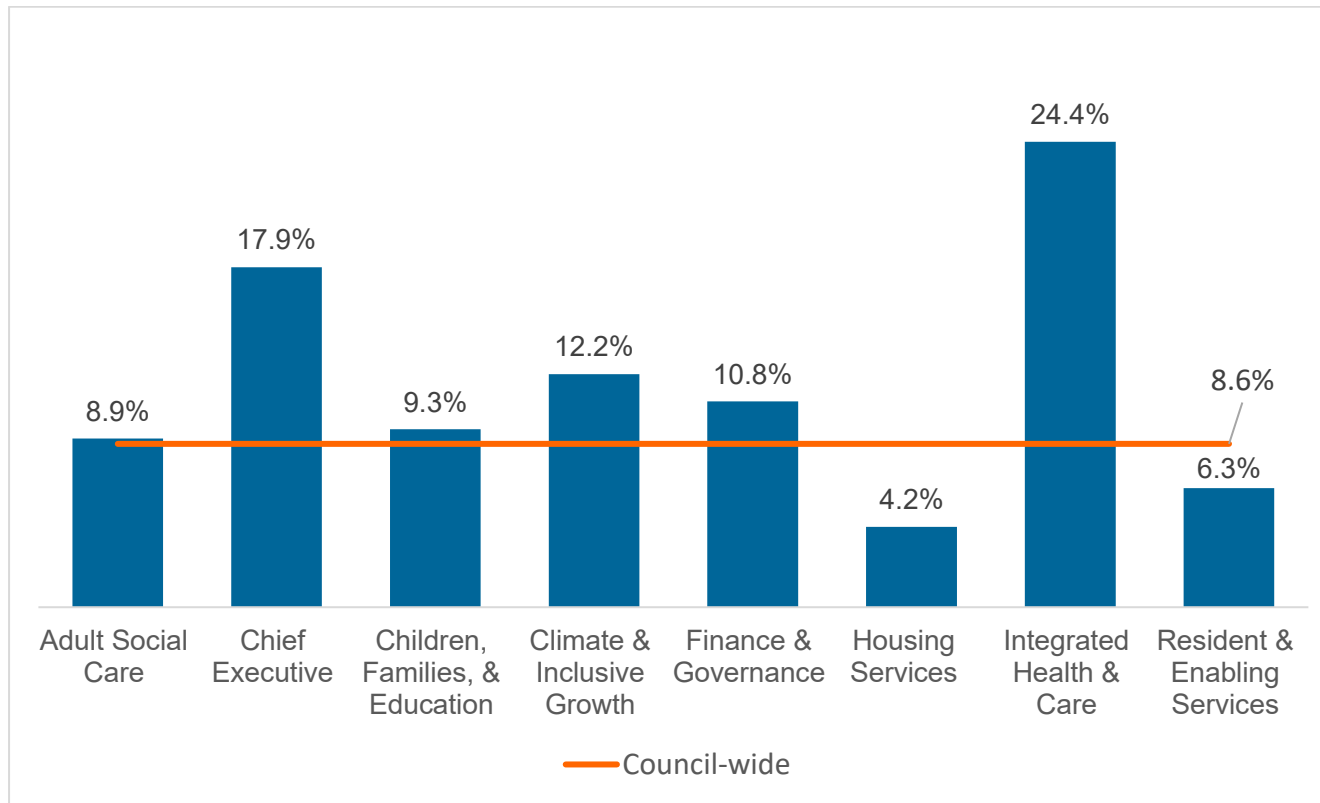


Figure 29: Employees Identifying as LGB+ by Grade across Senior Pay Grades in the last five years



The figure below shows that the lowest representation of LGB+ employees is in the Housing Services (4.2%) and Resident & Enabling Services (6.4%) directorates, compared to the council-wide figure of 8.5%.

*Figure 30: Self-identified as LGB+ Employees by Directorate and Council-wide*



### *Intersectionality*

Of the **8.6%** of employees that self-identified as LGB+, **26.1%** are from Black, Asian & multi-ethnic groups, **26.5%** are self-identified as disabled, and **50.5%** are female.

### *Trans and Gender identity.*

We also collect data on whether staff self-identify as transgender, although the number of these employees is fewer than 10. We also have begun to collect data on gender identity, with 27.9% of employees having stated their gender identity.

The 2021 Census collected data for the first time on gender identity and approximately one per cent of the borough population have stated they have a gender identity different from the sex registered at birth. Therefore, it is likely that workforce numbers will remain low. We will work closely with our LGBT staff Forum and through our Stonewall Diversity Champion membership to raise the profile of staff non-disclosure rates.

### *3.6 Religion/Belief*

The council collects some data on the religion or belief of its workforce. 56.6% of our workforce have a religion compared to 54.9% of Lambeth residents (according to the 2021 Census). The figure below shows Christian as the most common religion at 55% of the workforce (compared to 43.7 among Lambeth residents), followed by 29% with no religion or belief (compared to 37.5% among Lambeth residents). There are 1189 (39.2%) blank records with no stated religion, and 125 (4.1%) prefer not to say responses. The percentages are based on known religion/belief, with unknown records excluded from the figures. This information can help the council understand employee's needs and support business planning (such as holiday requests around religious festivals).

Figure 31: Religion Council-wide compared with Lambeth Residents

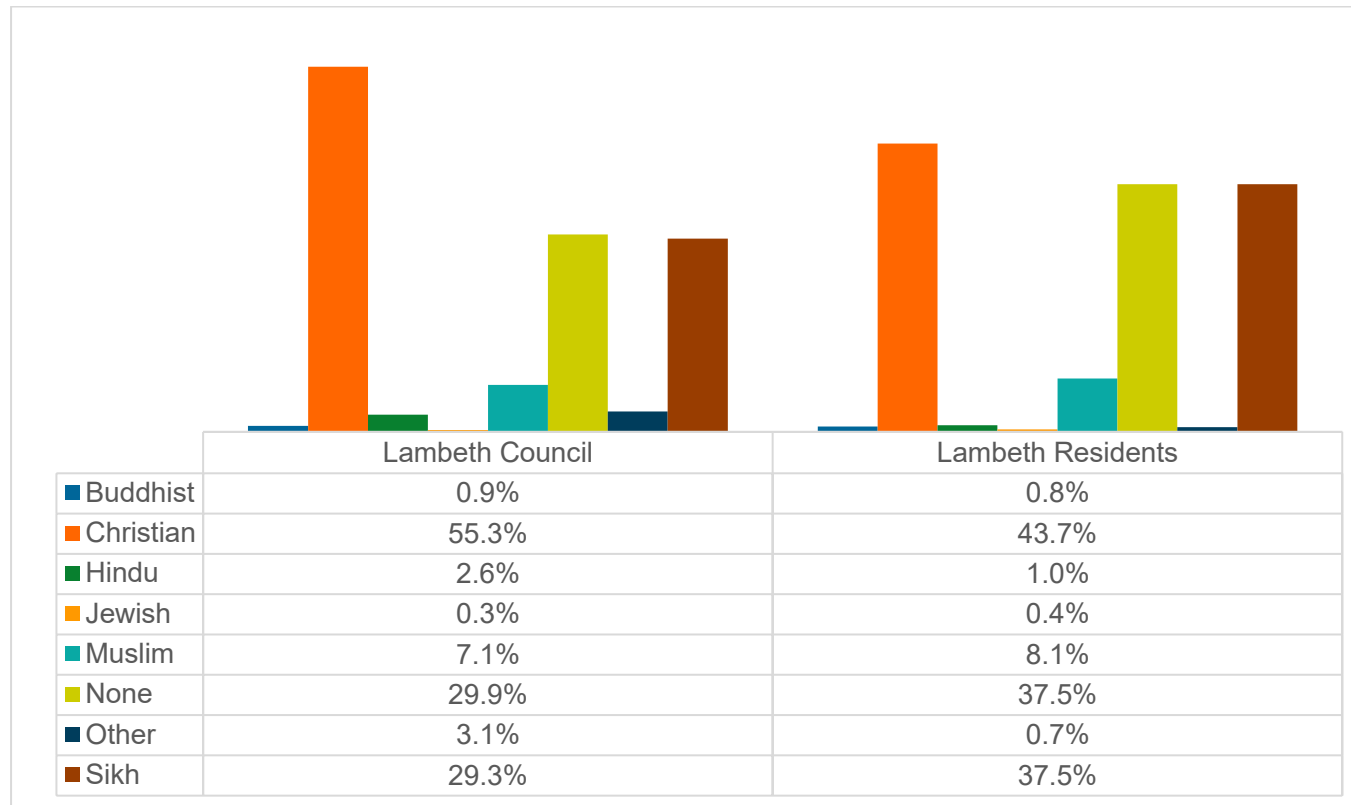
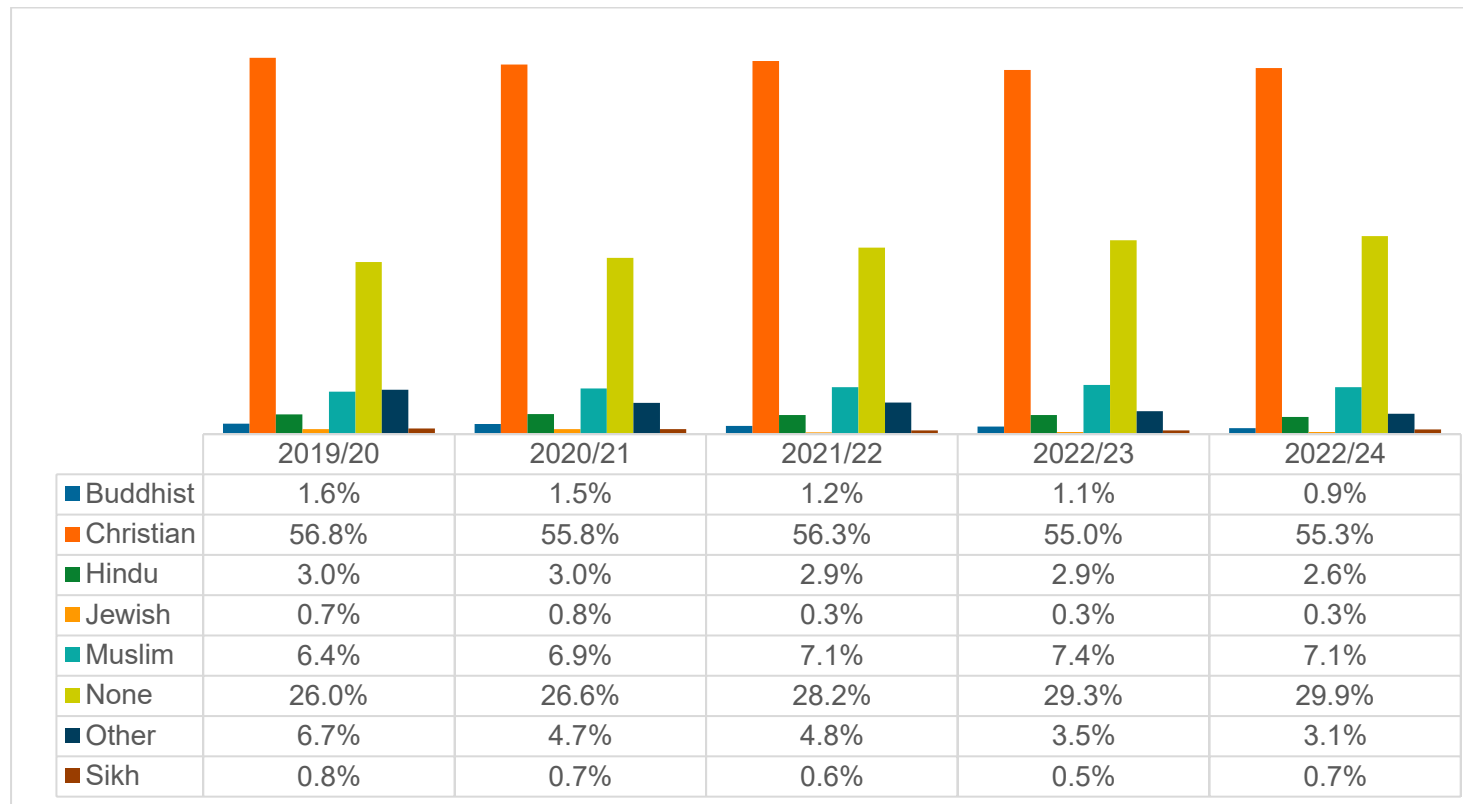




Figure 32: Religion Council-wide over the past five years



### 3.7 Maternity Leave, Adoption, Paternity and Shared Parental Leave

In 2023-24, 3.78% (68) of employees were on maternity leave, and 1.13% (14) of employees were on paternity leave. The council continues to promote family-friendly practices to support working parents in the workplace and to encourage employees to return to work following maternity, adoption, and paternity leave. The council also promotes and encourages Shared Parental Leave.

## 4. Progression due to Acting up, Secondments, Internal Promotion, Restructures, and Job Evaluations

### 4.1 Progression in a higher grade

A total of 294 employees representing 9.7% of the workforce headcount progressed into higher grades during the year. The progression rate for females was 43.1% in PO8 & above, 48.3% in PO6 and above, and 63.6% across all grades.

Progression rate for Black, Asian, & multi-ethnic groups: 58.6% in all grades, 39.9% in PO8 & above, and 39.5% in PO6 and above.

This is not in line with the workforce profile, particularly for Black, Asian, and Multi-Ethnic workers. This has implications for the council's targets for the top five percent of earners and for closing the ethnicity pay gap, as the promotion rate is underrepresented when compared to the council profile.

*Table 1: Progression - Comparison to Workforce Profile (All Grades, PO6 and Above, PO8 and Above)*

Protected Characteristic	Workforce Profile	Progression overall	Progression in grades PO6 and above	Progression in grades PO8 and above
Black, Asian and Multi-Ethnic	61.6%	58.6%	39.5%	39.9%
Female	59.2%	63.6%	48.3%	43.1%
Self identified Disabled	11.35%	14.9%	9.1%	3.7%
LGB+	8.6%	8.4%	6.8%	8.11%

## 4.2 Honorarium

Honoraria is an opportunity for development as employees take on additional duties for an additional payment (up to 10% of annual earnings). In the twelve months to March 2024, 144 employees received payment for this, representing 4.8% of the workforce.

Over half of all recipients who received honoraria were White employees. In grades PO6 and PO8, 70% of White employees received honoraria. Since honoraria payments affect overall earnings, they have implications for the council in closing the ethnicity pay gap and increasing the representation of the top five percent earners.

*Table 2: Honorarium - Comparison to Workforce Profile (All Grades, PO6 and Above, PO8 and Above)*

Protected Characteristic	Workforce Profile	Overall	Grades PO6 and above	Grades PO8 and above
Black, Asian and Multi-Ethnic	61.6%	46.2%	29.4%	29.03%
Female	59.2%	61.5%	50%	41.9%
Self identified Disabled	11.35%	7.1%%	12.9%	6.3%
LGB+	8.6%	10.5%	11.5%	13.3%

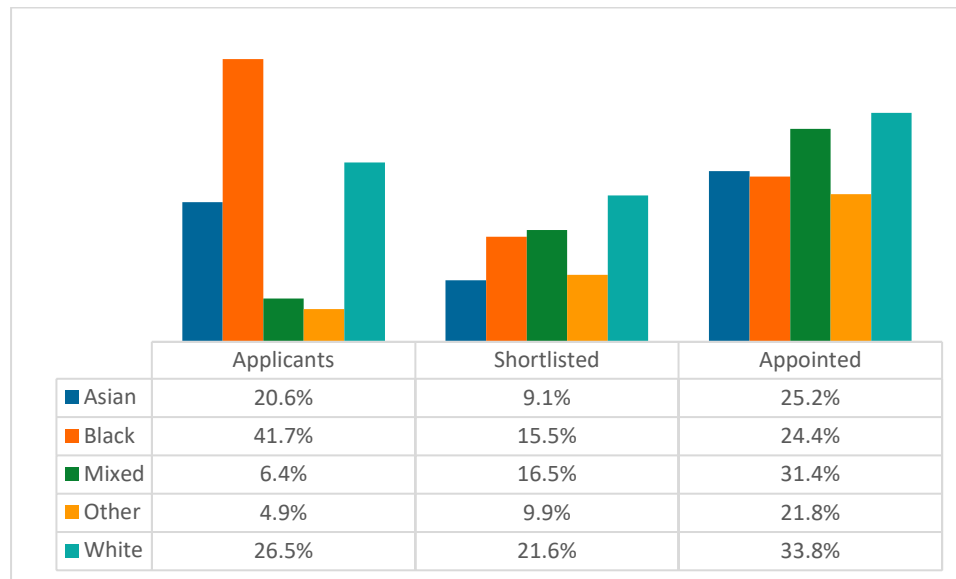
## 5. Recruitment

From April 2023 to March 2024, the council had 12,109 applicants for 893 positions, which translated into 2,026 shortlisted and 658 offered/hired.

### 5.1 Recruitment by Protected Characteristics

**Race/Ethnicity:** The figure below outlines the race breakdown of applicants, those shortlisted for interview and those offered a role. The sum of applicant percentages adds up to 100%, while for the remaining tables, shortlisted is based on number of applicants and appointed is based on number of shortlisted. There was a high percentage of Black applicants at 41.7%, were shortlisted at 15.5% and received offer/hire at 24.4%, compared to White applicants, who made up 26.5% of applicants, were shortlisted at 21.6%, and received offers 33.8% of the time. The offer/hire stage of Asian employees was more than the percentage of applicants and shortlisted.

Figure 33: Recruitment by Protected Characteristics - Race

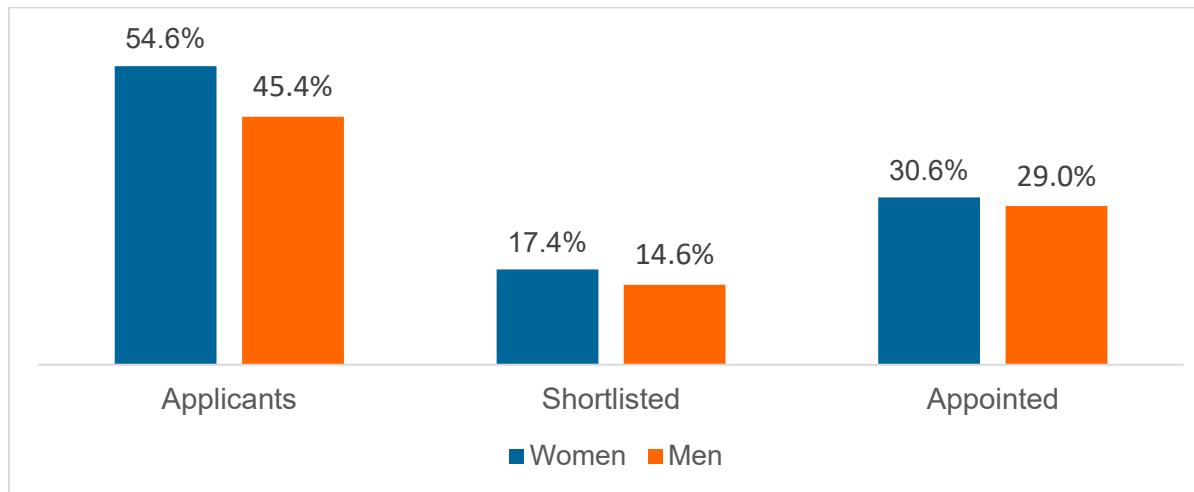


The data is based on the known race of 11444 applicants. Of these applicants:

- Asian: of 2355 applicants, 214 were shortlisted and 54 were appointed.
- Black: of 4774 applicants, 732 were shortlisted and 181 were appointed.
- Mixed: of 732 applicants, 121 were shortlisted and 38 were appointed.
- Other: of 555 applicants, 55 were shortlisted and 12 were appointed.
- White: of 3028 applicants, 654 were shortlisted and 221 were appointed.
- Black, Asian & Multi-ethnic: of 8416 applicants, 1132 were shortlisted and 285 were appointed.

**Sex:** A breakdown shows positive action against recruitment on previous years. It also shows the successful rate for female continuing at shortlisting stage and offer/appointed stage.

*Figure 34: Recruitment by Protected Characteristics - Sex*

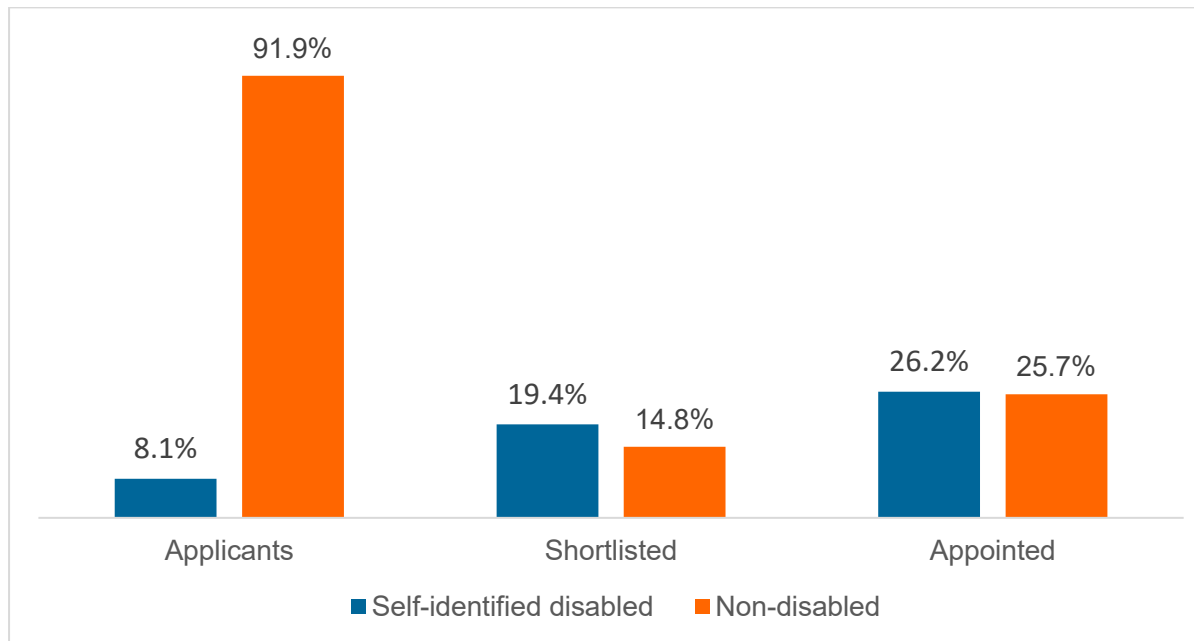


The data is based on the known sex of 11999 applicants. Of these applicants:

- Female: of 6556 applicants, 1141 were shortlisted and 349 were appointed.
- Men: of 5443 applicants, 796 were shortlisted and 231 were appointed

**Disability:** The figure below shows a successful story for applicants who self-identified as disabled, making up 8.1% of applicants, and seeing a higher shortlisting success rate (19.4%) and appointment success rate (26.2%) than non-disabled applicants.

*Figure 35: Recruitment by Protected Characteristics - Disability*



The data is based on the known self-identified disability of 10643 applicants. Of these applicants:

- Self-identified disabled: of 864 applicants, 164 were shortlisted and 43 were appointed.
- Non-disabled: of 9779 applicants, 1334 were shortlisted and 343 were appointed.

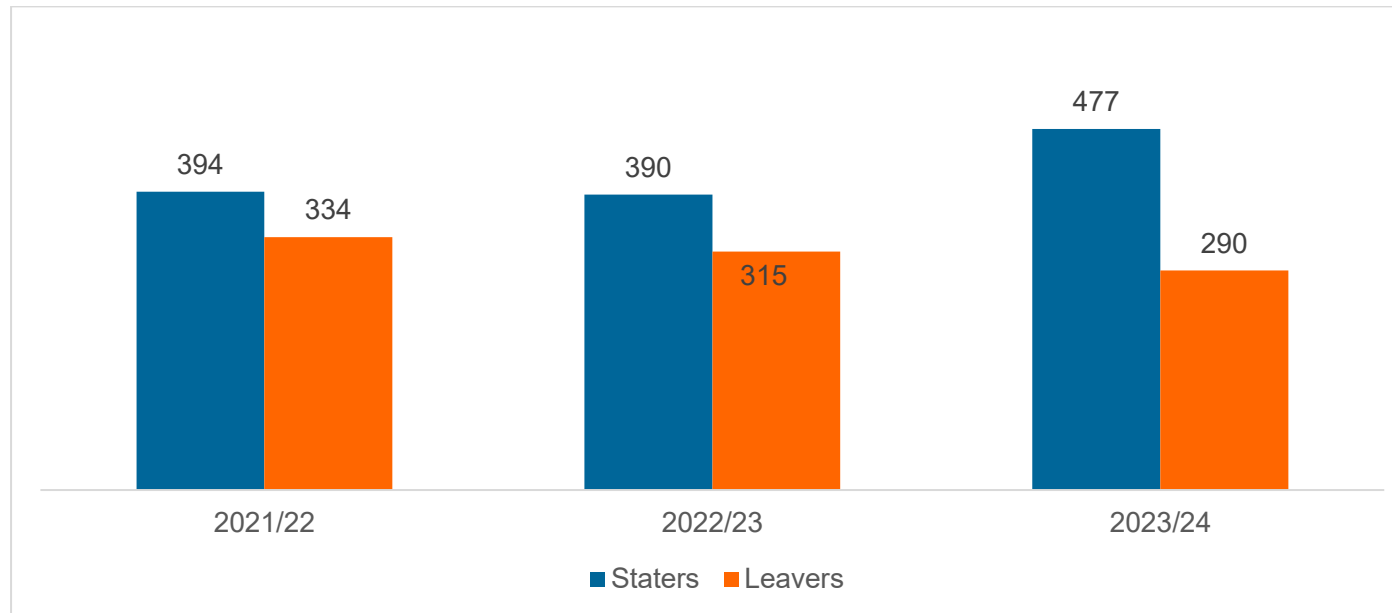
## 6. Starters, Leavers, and Turnover

### 6.1 Council-Wide Leavers and Starters

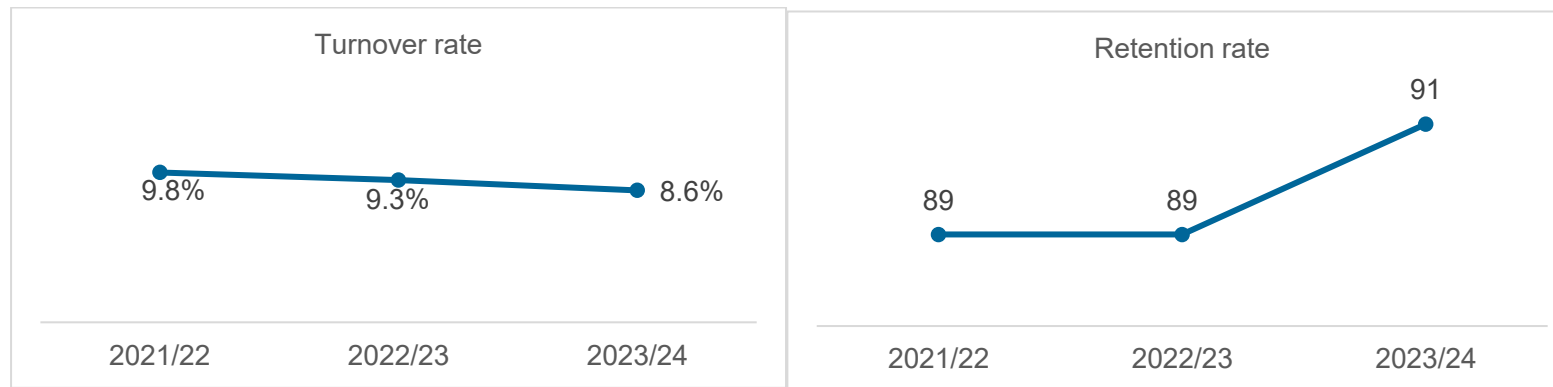
Council-wide turnover has slightly decreased this year at 8.63% but remains above the pre-pandemic figure of around 6%. There are a range of factors influencing turnover however among these is a high demand for skilled workers across a range of local authority roles across London.

The number of new starters continued to increase over the past three years, while the number of leavers overall decreased by 7.9% compared to last year. Our retention was 91% in March 2024, an increase of 2% from 89% in March 2023.

*Figure 36: Council-wide Leavers and Starters over the past three years*





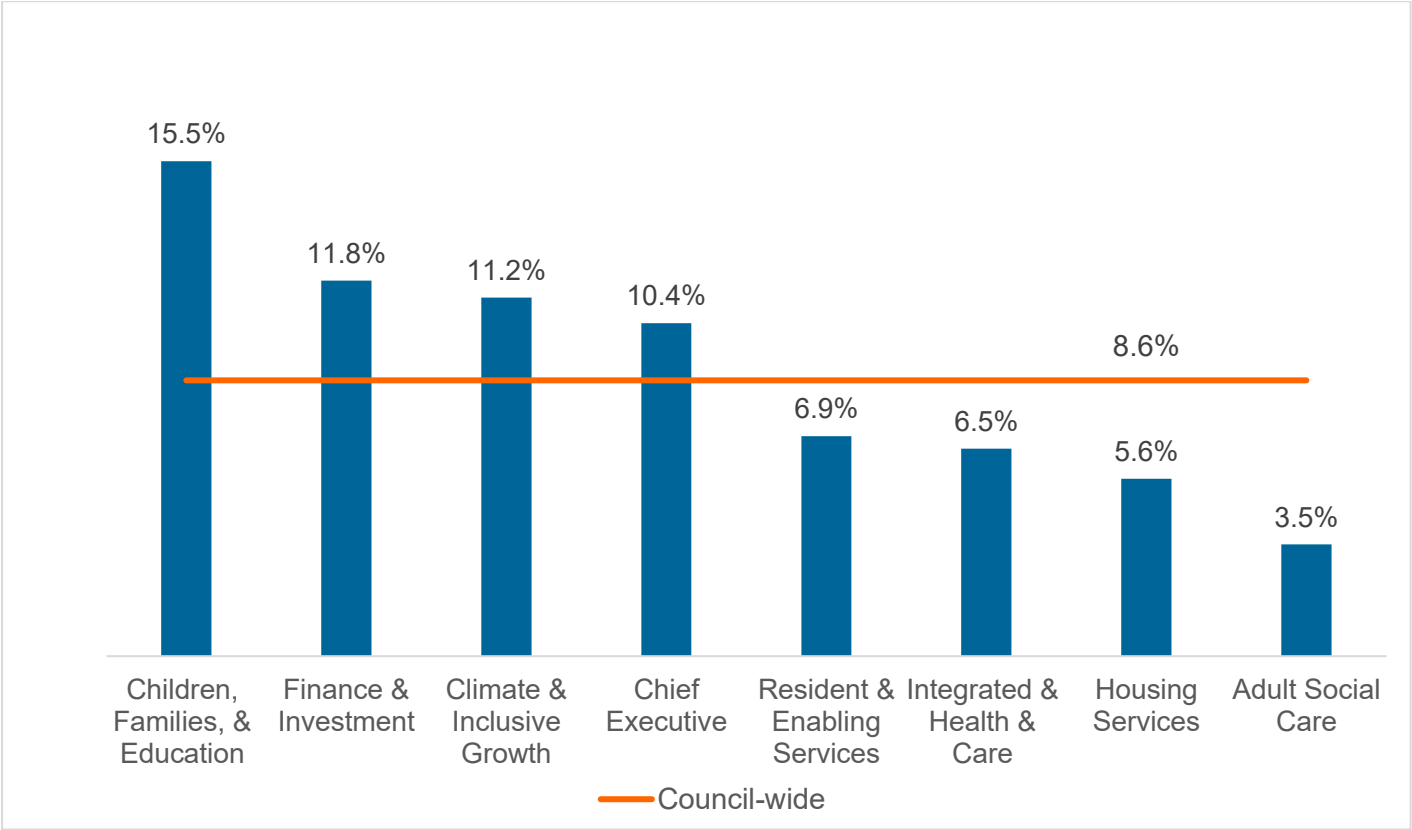
*Figure 37: Turnover & Retention over the past three years*

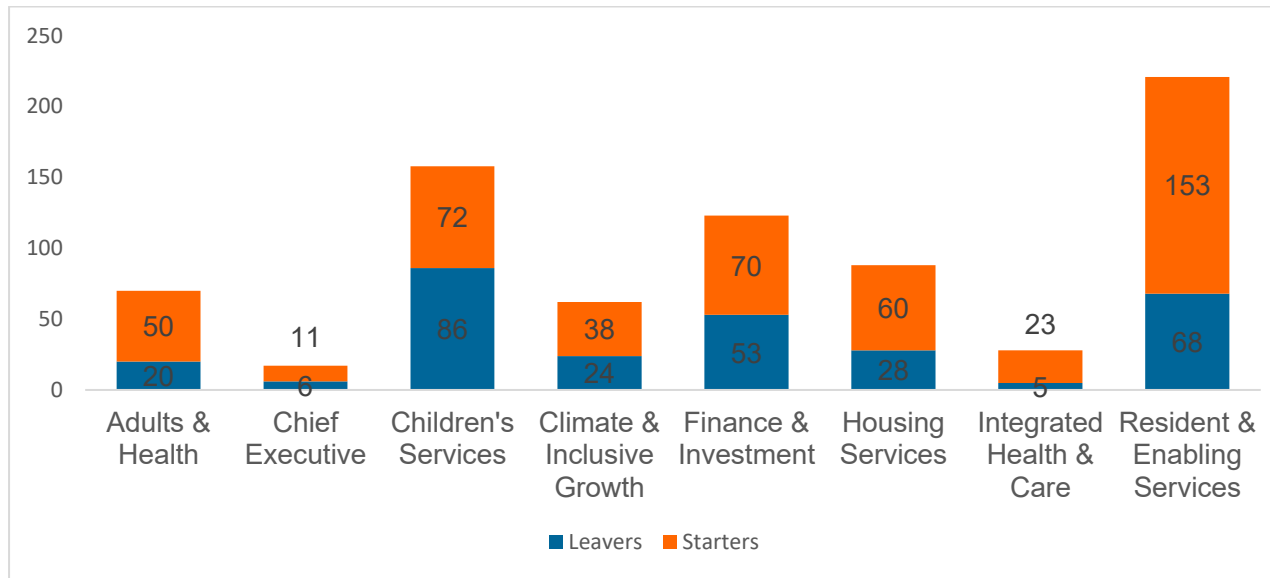
## 6.2 Starters, Leavers, Turnover and Retention by Directorate

By directorate, this highlights the changes within the council driving overall turnover and retention figures. The council turnover rate is 8.6%. The highest turnover rate in the last 12 months to March 2024 was in the Children, Families & Education directorate, followed by Finance & Governance. Children, Families & Education higher level of turnover is mostly influenced by Children's Social Care division due to hard to recruit and retain Social Workers and Team Managers. Children's Social Care are looking at embedding a robust exit interview approach that feeds insights through governance. Revising the progression pathway, reviewing career progression opportunities and developing flexible working offer and approach to maximise attracting and retention.

Lambeth with London Councils has adopted a pledge to support the retention of social workers in the permanent roles across London which has been implemented this year which is aimed to minimise this in future.

Figure 38: Turnover Rate by Directorate



*Figure 39: Starters and Leavers by Directorate – 12 months to 31 March 2024*

### 6.3 Council-Wide Starters and Leavers by Protected Characteristics

*Table 3: Starters & Leavers by Protected Characteristics*

	Starters	Leavers
Age group (<35 Years)	40.67%	36.55%
Sex (Female)	56.18%	64.48%
Race/Ethnicity (Black, Asian & multi-ethnic)	61.82%	56.92%
Disability (self-identified disabled)	8.55%	None shared information
Sexual Orientation (LGB+)	10.22%	9.82%

For age, 40.7% of new starters were under 35 years, compared to 36.6% of council leavers being from the same age group.

For sex, 62% of new starters were female, while 64% of leavers were female.

For race, 61.8% of new starters and 56.9% of leavers were Black, Asian, and Multi-ethnic groups. 37.9% (181) of new starters didn't share their ethnicity.

For disability, 8.6% of new starters self-identified as disabled. None were self-identified as disabled amongst leavers. 46.5% (222) of new starters didn't share their disability and 4.19% (20) of new starters prefer not to say.

For sexual orientation, 10.22% of new starters identified as LGB+, while 9.8% of leavers identified as LGB+. 36.7% (175) of new starters didn't share their sexual orientation and 5.9% (28) of new starters prefer not to say.

#### 6.4 Council-Wide Reasons for Leaving and Length of Service

The council collects reasons for leaving when workers resign. The main reason for leaving was better career prospects at 21%. There remains a high number of staff records (20%) where the reason for leaving is not available (unknown), and work has already commenced to encourage people to resign via the Oracle self-service platform to ensure this information is recorded.

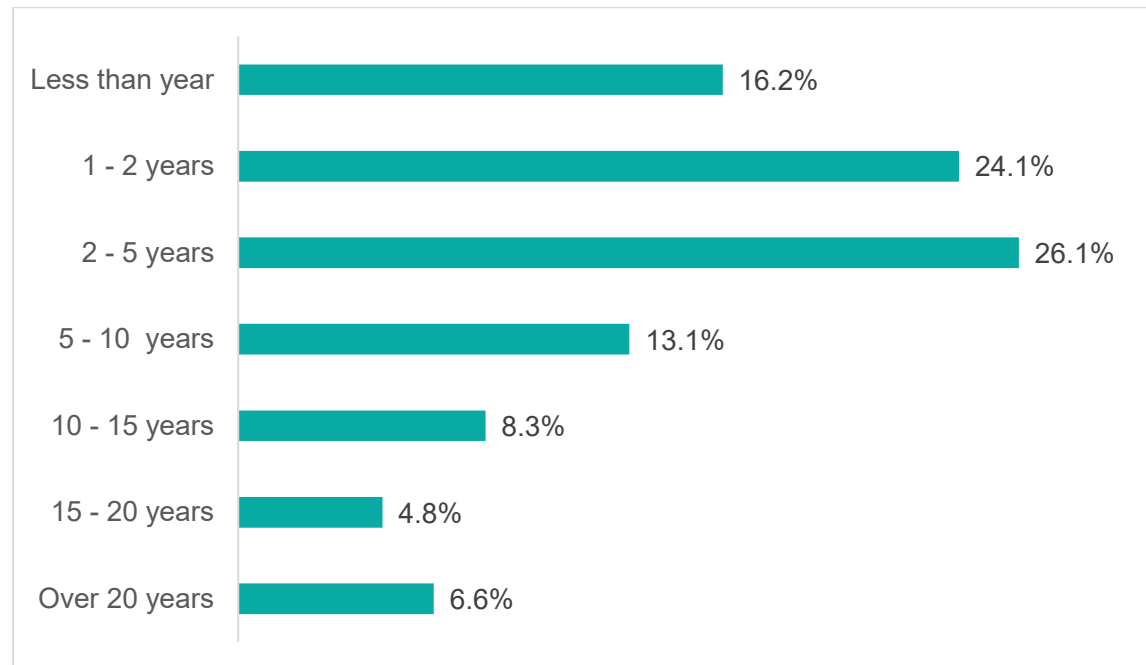
Figure 40: Council-wide Reasons for Leaving



For length of service, 40% of leavers are leaving the council within 2 years. This percentage has increased by 3.8% compared to last year.

Over the past year there has been a focus on onboarding, induction, and development of staff. This is reflected by a minimal increase this year of 3.8% compared to 15.6% of leavers in the previous year (2022/23).

*Figure 41: Leavers by Length of Service*



The completion rate of the exit survey within Oracle has not improved. Out of 290 potential respondents, 247 surveys were initiated, with only 92 responses from the 247 leavers in the 12 months up to March 2024. Of the respondents 51.1% cited career change as the reason for leaving Lambeth. Additionally, 78.8% of respondents were satisfied with their job at Lambeth and 76.9% reported that they felt valued by their manager, but 50% were either unsure or disagreed that they felt valued by the council. As an organisation we require more focus on gathering data on leavers. Our guidance outlines the completion of the exit survey and an opportunity to have an exit interview. Through our HR Business

Partnering team we continue to share this with the relevant directorates to ensure that we have meaningful data to develop the right interventions to potentially lead to increased retention.

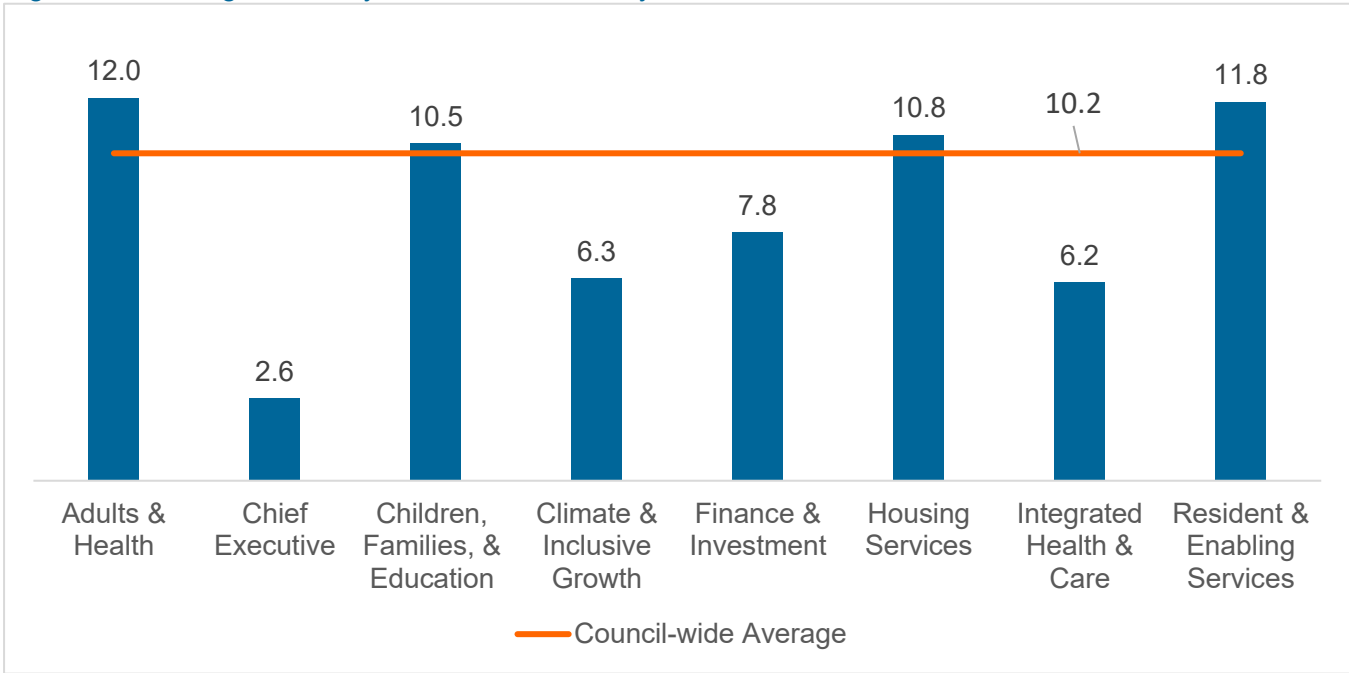
7. Sickness

7.1 Average FTE Days Lost to Sickness by Directorate

Sickness reporting is usually expressed as the average FTE days lost to sickness. This represents the percentage of working full time equivalent lost due to sickness.

The average number of days lost to sickness per employee was 10.24 in March 2024, a decrease of 1.12% from 11.36 in March 2023. Across London Councils there has been a rise in sickness, with Lambeth reporting a higher value than the London Councils median (9.45 days in 2022-23 data). The council has rolled out a new Managing Attendance and Supporting Employee Wellbeing Policy, which has started to show improvements to attendance, managing sickness and employee wellbeing.

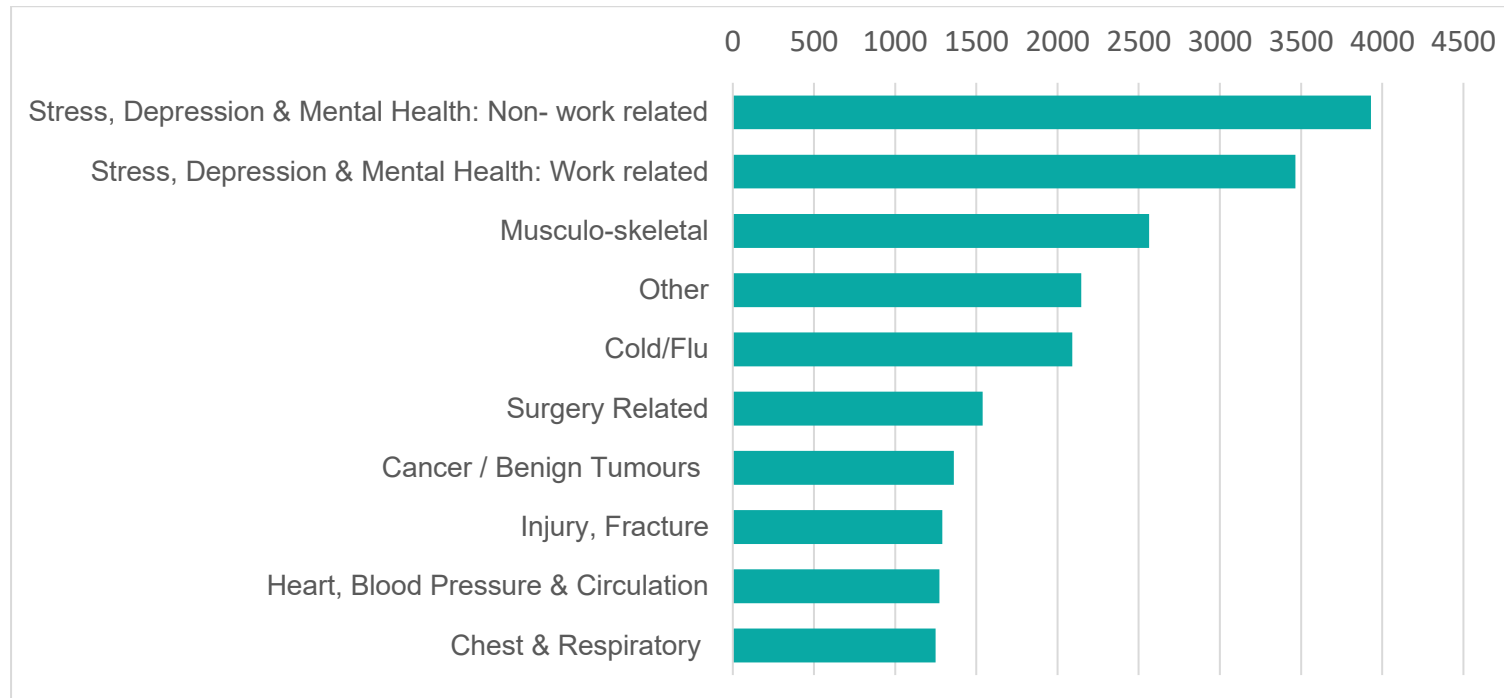
Figure 42: Average FTE Days Lost to Sickness by Directorate as of 31 March 2024



### 7.2 Top Ten Sickness Reasons Council-Wide

The top ten sickness reasons are outlined below. Stress, Depression and Mental Health have continued to dominate sickness, causing 25.3% of sick days, compared to the London Councils' median of 24%. Lambeth has separated work and non-work-related sickness, which is different from other London Councils (who do not separate this data).

*Figure 43: Top 10 Sickness Reasons Council Wide*





## 8. Appraisals (Performing Well Conversations)

The council conducts appraisals on the previous year every between April and June. We have a 62% completion rate for appraisals during the 2023/2024 period reported on the council's Oracle platform. We knew there was more we could do to improve our completion rates, and our system focussed appraisal process at the time of this report period. During the 2023/2024 we had been consulting with the workforce and reviewing benchmarking and best practice driven by the quality of conversations and not administrative burdens. As a result, from April 2024, we refreshed our approach to appraisals rebranding them as Performing Well Conversations.

Our Performing Well Framework is part of our One Lambeth approach and values to ensure all staff are empowered to develop new skills, operate in a healthy culture, and work environment at Lambeth. It's about recognition, development opportunities and having continuous supportive conversations. Using a four-part toolkit an employee and their manager discuss outcomes of last year's objectives, reflections and learning during the last year, setting new objectives aligning to Lambeth 2030's ambitions and commitments and development planning to deliver on new objectives. We are looking at more than completion rates of appraisals, but also the quality of conversations through employees' pulse surveys to ensure that we are equipped with the knowledge to provide interventions and support to managers and staff to ensure that staff are empowered to do their best work for our residents and communities.

## 9. Pay Gap Reporting

### 9.1 Gender Pay Gap

Our gender pay is a measure of the difference in the average pay of males and females across the Council's workforce. It highlights the different numbers of males and females across all roles. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people performing the same work or work of equal value. The gender pay gap information is also published separately.

In March 2024, the pay gap was 3.38%. Females are paid £0.92 less than males for every hour worked. The pay gap has decreased by 0.4% since March 2023. The median figure for March 2024 shows an improvement in the median gender pay gap compared to March 2023, reducing from 2.6% to 0.08% (a percentage reduction of 96.9%). The reduction is similar to that of March 2022 when there was no median pay gap between females and males.

We know that one of the reasons for our gender pay gap continues to be the underrepresentation of females in senior grades. We have seen no improvement in the representation in the two upper quartiles, the figures have remained the same as last year.

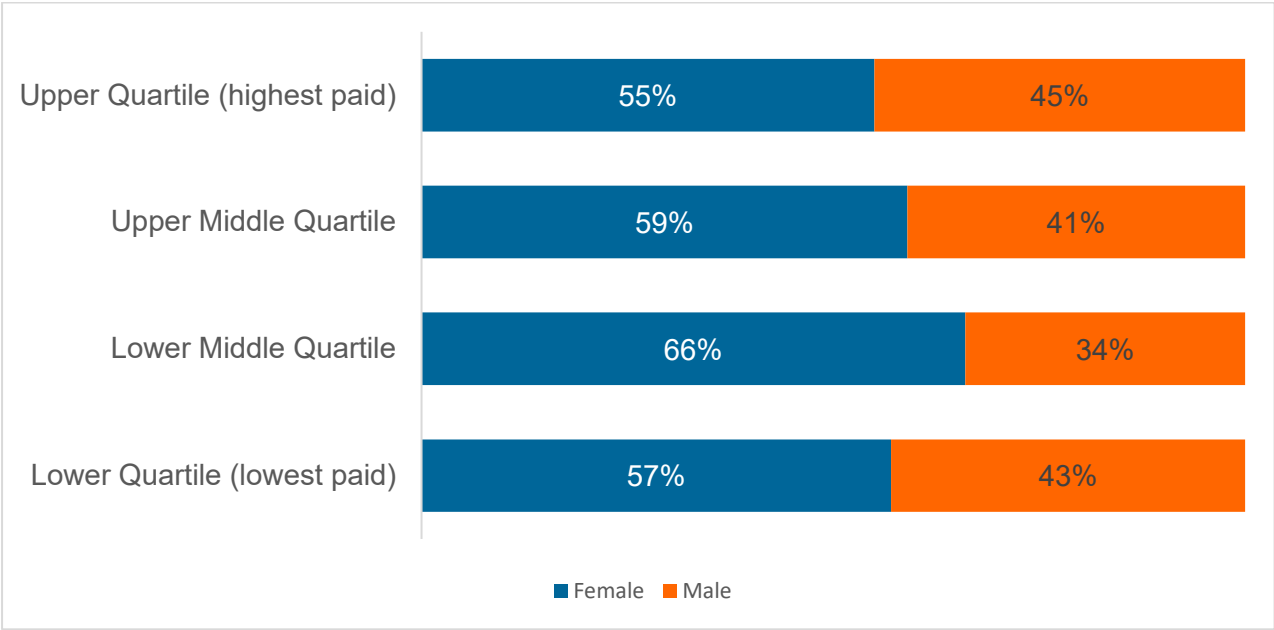
The pay gap is being driven by several factors:

- Men are overrepresented in the highest earning quartile of council workers (46% share in quartile vs 41% overall)
- Senior management is dominated by men (60% to 40%), with the share of men in a grade increasing with seniority (above SO grades), driving up the average pay gap.
- In the Chief Executive directorate, men form a majority (51% to 49%), with a significant average gender pay gap of 23.9% in the directorate indicating that the most senior roles are dominated by men. High average gender pay gaps are also observed in the Climate & Inclusive Growth (12.3%), Finance & Governance (10.0%) and Children, Families & Education (9.7%) directorates.

Table 4: Mean and Median Gender Pay Gap

Pay rates	The difference between female's pay and male's pay as a percentage of male's pay (minus % means female have higher pay, positive % means male have higher pay)	Hourly rate of female	Hourly rate of male	Difference £
Mean hourly rate - (Male hourly rate – Female hourly rate) /Male hourly rate x 100	3.38%	£26.32	£27.24	£0.92
Median hourly rate (Male hourly rate – Female hourly rate) /Male hourly rate x 100	0.08%	£24.56	£24.58	£0.02

Figure 44: Gender Pay Quartiles



Quartiles: Since March 2023, the percentage of females sitting in the upper middle quartile has remained the same, with a reduction of 2% in lower quartile.

## 9.2 Ethnicity Pay Gap

Ethnicity Pay Gap reporting is not mandatory. Lambeth has chosen to go beyond our statutory requirements, and we voluntarily publish and monitor our Ethnicity pay gap.

The average ethnicity pay gap is 11.9%. Black, Asian, and Multi-ethnic employees are paid on average £3.48 less for every hour worked than White employees. Our median pay gap is 14.5% which means Black, Asian and Multi-ethnic employees are paid on median £3.97 less for every hour worked than White staff. The median percentage has increased by 1.1 since March 2023.

We know that one of the reasons for our ethnicity pay gap is the continued underrepresentation of Black, Asian and multi-ethnic employees in senior grades. We have seen no improvement in the representation in the two lower quartiles, with the figures remaining unchanged from last year. The figure for the highest paid quartile has decreased by 2% from last year.

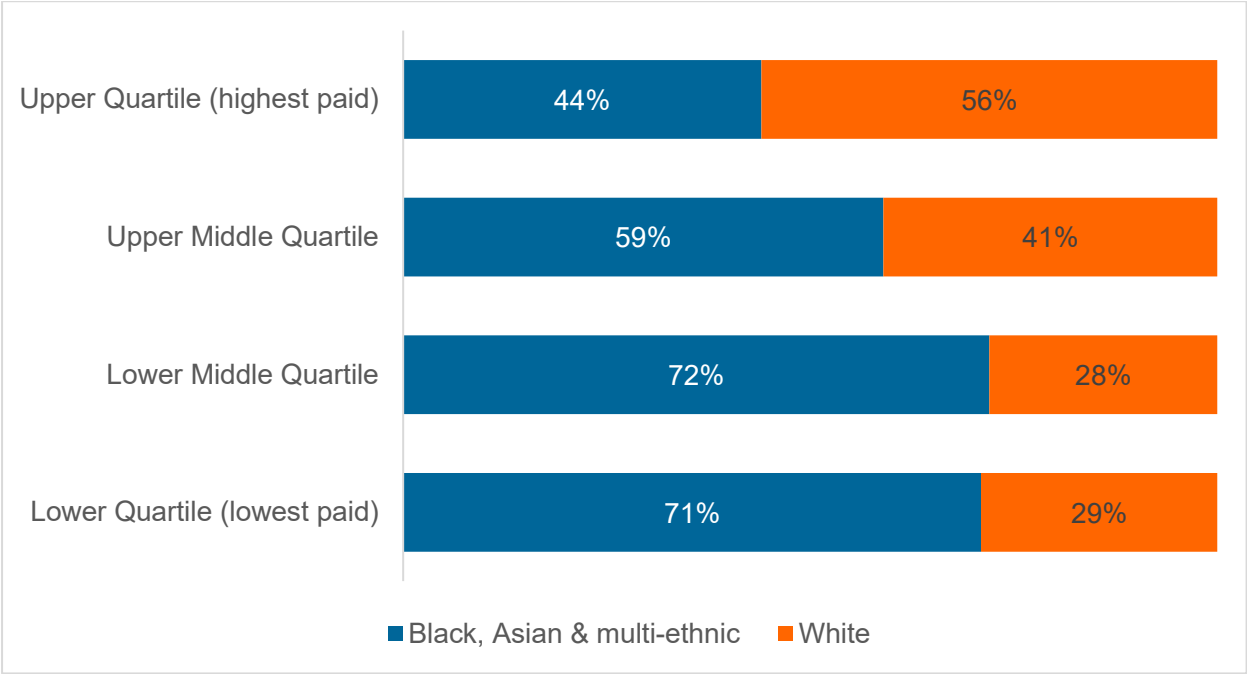
The pay gap is being driven by several factors:

- The distribution of workers across grades, and across directorates.
- The share of Black employees falling significantly as grade seniority increases, with White employees making up the difference. Despite making up 45% of the overall workforce, only 31% of P06-P09 workers are Black, and just 23% of Senior Management are Black. Conversely, while just 39% of the overall workforce is White, 50% of P06-P09 grades and 68% of Senior Management are White.
- Similarly, Black, Asian & Multi-Ethnic employees are significantly overrepresented in two of the lowest-paying directorates, Adult Social Care (71%, with an average hourly pay of £25.60) and Housing Services (72%, with an average pay of £25.21). White employees are most overrepresented in the three highest paying directorates; Integrated Health & Care (56% White, with an average pay of £32.65), Climate & Inclusive Growth (64% White, with an average pay of £30.30) and the Chief Executive (55% White, with an average pay of £29.59).

Table 5: Mean and Median Race Pay Gap

Pay rates	The difference between Black, Asian & multi-ethnic staff's pay and White staff's pay as a percentage of White staff's pay (minus % means Black, Asian & multi-ethnic staff have higher pay, positive % means White staff have higher pay)	Hourly rate of Black, Asian & multi-ethnic	Hourly rate of White	Difference £
Mean hourly rate - (Black, Asian & multi-ethnic hourly rate – White hourly rate) /White hourly rate x 100	11.9%	£25.74	£29.22	£3.48
Median hourly rate (Black, Asian & multi-ethnic hourly rate – White hourly rate) /White hourly rate x 100	14.5%	£23.48	£27.45	£3.97

Figure 45: Race by Pay Quartiles



### 9.3 Disability Pay Gap

Disability Pay Gap reporting is not mandatory. Lambeth has chosen to go beyond our statutory requirements, and we voluntarily publish and monitor our Disability pay gap.

The average Disability Pay gap is 2.88%. Employees who self-identified disabled are paid £0.78 less than employees self-identified non-disabled every hour worked. The pay gap has increased by 0.58% since March 2023. Our median pay gap is -0.51% which favours disabled employees. The median had a significantly improvement since March 2023.

The quartile shows how evening disabled employees are spread out, with 13% of disabled staff in the upper-mid quartile. The figures have increased slightly since March 2023.

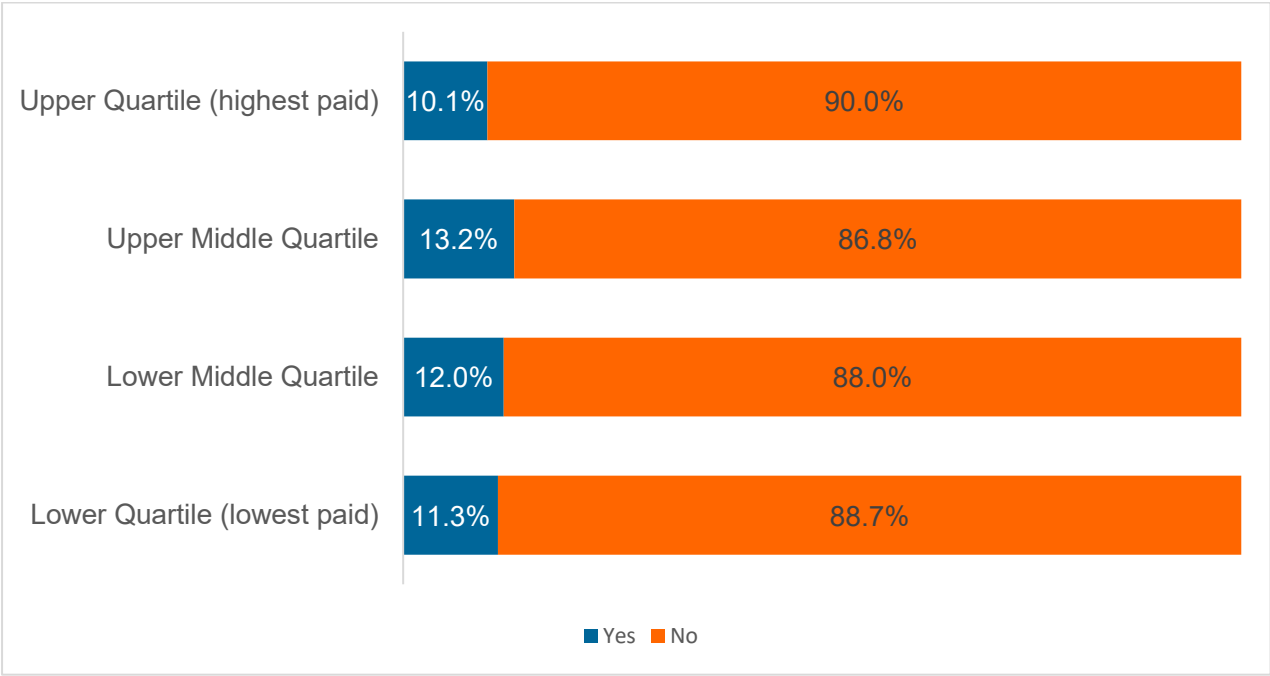
The average disability pay gap of 2.88% is predominantly driven by the distribution of disabled employees across pay grades. Just 8.5% of Senior Management are disabled compared to the council-wide average of 12%, with the significant pay differential between higher and lower grades driving the average pay gap.

Table 6: Mean and Median Disability Pay Gap

Pay rates	The difference between disabled's pay and non-disabled's pay as a percentage of non-disabled's pay (minus % means disabled have higher pay, positive % means non-disabled have higher pay)	Hourly rate of disabled	Hourly rate of non-disabled	Difference £
Mean hourly rate - (disabled hourly rate – non-disabled hourly rate) /non-disabled hourly rate x 100	2.88%	£26.25	£27.03	£0.78
Median hourly rate (disabled hourly rate – non-disabled hourly rate) /non-disabled hourly rate x 100	-0.51%	£24.71	£24.58	£0.13



Figure 46: Disability Pay Quartiles



#### 9.4 Sexual Orientation Pay Gap

Sexual Orientation Pay Gap reporting is not mandatory. Lambeth has chosen to go beyond our statutory requirements, and we voluntarily publish and monitor our Disability pay gap.

The average Sexual Orientation pay gap is -11.61%. Employees who self-identified LGB+ are paid £3.26 more than employees who self-identified heterosexual/straight every hour worked.

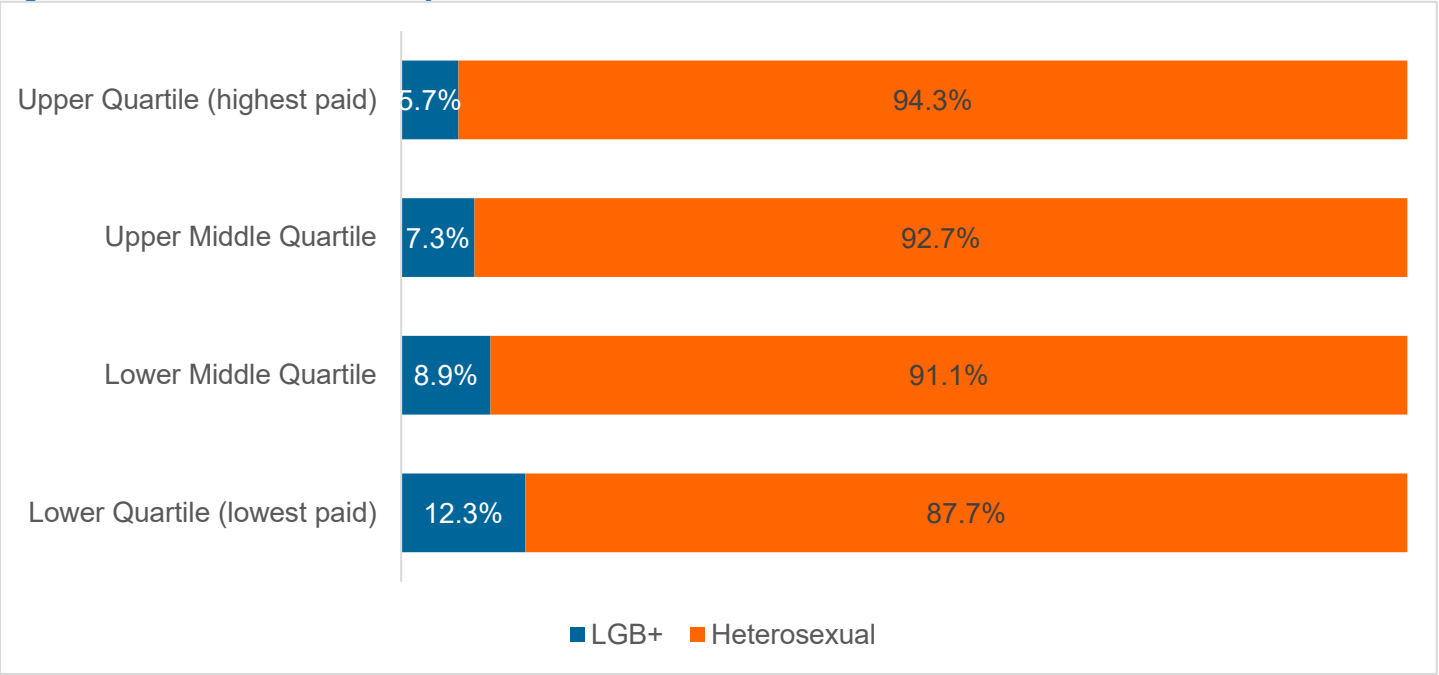
The median pay gap is -10.63%. Employees who self-identified LGB+ are paid £2.74 more than employees who self-identified heterosexual.

The negative sexual orientation pay gap is driven by an over-representation of LGB+ employees amongst higher pay grades. Compared to the council average of 8% LGB+ employees, 11% of P06-P09 employees and 14% Senior Management employees identify as LGB+. Conversely, just 4% of Apprentice to Scale 6 and 5% of SO employees identify as LGB+.

*Table 7: Mean and Median Sexual Orientation Pay Gap*

Pay rates	The difference between LGB+ 's pay and heterosexual's pay as a percentage of heterosexual's pay (minus % LGB+ have higher pay, positive % means heterosexual have higher pay)	Hourly rate of LGB+	Hourly rate of heterosexual	Difference £
Mean hourly rate - (LGB+ hourly rate – Heterosexual hourly rate) /Heterosexual hourly rate x 100	-11.61%	£31.34	£28.08	£3.26
Median hourly rate (LGB+ hourly rate – Heterosexual hourly rate) /Heterosexual hourly rate x 100	-10.63%	£28.52	£25.78	£2.74

Figure 47: Sexual Orientation Pay Quartiles



## 10. Glossary of terms used in the report

### *Disability*

For this report, disability is where an employee has self-reported that they have a long-standing illness, condition, or impairment, which causes difficulty with day-to-day activities.

### *Full Time Equivalent (FTE)*

Full Time Equivalent allows us to compare workers with different working patterns. Where a person is working 35 hours per week, they are counted as one FTE. A part-time worker employed for 17.5 hours a week would be counted as 0.5 FTE.

### *Intersectionality*

For this report intersectionality is looking at the relationship between equalities characteristics and the impact of when multiple categories interact.

### *Pay gap reporting*

Our gender, disability and ethnicity pay gap reporting is a measure of the difference in the average pay between different groups of the Council's workforce. It highlights the different numbers across all roles. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people undertaking the same work or work of equal value.

### *LGB+ and LGBT+*

Lambeth's HR system allows staff to confidentially state their sexual orientation, trans status and gender identity. When we are referring to sexual orientation data, we group these as LGB+ referring to lesbian, gay, bi and other terms people prefer to use to describe their orientation. When we are referring to data that includes gender identity and trans status, we refer to this as LGBT+.

### *London Councils*

London Councils is the local government association for Greater London, England. It is a cross-party organisation that represents London's 32 borough councils and the City of London.

### *The Office for National Statistics (ONS)*

The Office for National Statistics is the executive office of the UK Statistics Authority, a non-ministerial department which reports directly to the UK Parliament.

### *Grade and Salary Range from Minimum to Maximum*

From the Corporate Director to SMG3 grades is Chief Officer pay scale 2023-2024, and from PO9 to PO6 grade is NJC pay scale 2023-2024.

<b>Grade</b>	<b>Salary Range (Min – Max)</b>
Corporate Director	£144,441 - £181,139
HAY 1	£119,132 - £134,054
HAY 2	£102,730 - £117,957
HAY 3	£85,159 - £100,730
SMG1	£91,610 - £108,239
SMG2	£80,521 - £96,364
SMG3	£69,443 – £85,289
PO9	£69,258 - £73,818
PO8	£63,582 - £68,136
PO7	£58,197 – 61,347
PO6	£53,109 - £56,151

